

# **City of Seattle, Washington**

## **Recovery Plan Performance**

### **Report**

#### **State and Local Fiscal Recovery Funds**

Annual Report covering Award Date – July 31, 2021

*Submitted on August 31, 2021*



**City of Seattle**

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## Letter from Mayor Durkan

August 31, 2021

To Secretary Yellen,

Although Seattle was the epicenter of COVID-19, we have led in response to the pandemic with the lowest cases, hospitalizations, and deaths of every major city. With the support of the Biden Administration, we have one of the highest vaccination rates in the country, which is key to our economic recovery. To deliver on the unmet needs of our community, the City of Seattle strongly advocated and supported the American Rescue Plan proposed by President Biden.

Our plan described in this document is a roadmap for an equitable and just recovery from the greatest challenge Seattle has faced in my lifetime. Seattle is committed to creating real and measurable outcomes from the Coronavirus Local Fiscal Recovery funds, particularly for families who have been left behind.

The Coronavirus Local Fiscal Recovery (CLFR) funds in our key investment areas of housing and homelessness, community and small business recovery, well-being for residents, and reopening City programs and services will allow Seattle to build back better. This infusion of Federal resources will enable Seattle to not only address urgent short-term needs, but will also set us up to create long-term impact for residents and small businesses.

Seattle is using CLFR funds to address our most pressing needs through new, innovative programs. Utilizing both CLFR and HUD funding, we are investing \$29 million in the acquisition of approximately 300 housing units in 2021 and 2022 to address our homelessness crisis, which has been magnified by the pandemic. As we advance economic opportunity, we will expand our pipeline to higher education through our proven and successful Seattle Promise program, which offers free college to all Seattle Public School graduates. We created a new grant program to directly support every business district and neighborhood get back on their feet in addition to continuing to the first in the nation COVID-19 Small Business Stabilization grant program. And we are immediately deploying \$3 million into the hands of childcare workers as they allow our residents – particularly mothers – to participate in Seattle's economic and social recovery.

Accountability to our residents is paramount, and this report reflects the City's commitment to a culture of evaluation. I am proud of the steps the City of Seattle is taking to ensure equitable and effective evaluation and accountability of CLFR funds and believe it will have a meaningful impact on our community as we recover from the COVID-19 pandemic.

Sincerely,

Mayor Jenny Durkan

## Executive Summary

COVID-19 caused widespread economic, social, health-related loss, and deepened existing disparities. In Seattle, our most vulnerable communities – those with higher social and economic risk – had higher per capita cases of COVID-19, higher rates of hospitalization, and more deaths than Census tracts with lower social and economic risk. Black communities had the highest proportion of job losses and unemployment claims during the pandemic. An increase in hate crimes and bias aimed towards the Asian American and Pacific Islander community has threatened the community’s safety and wellbeing. Our Latinx communities have the highest rates of food insecurity, while our Native Hawaiian and Pacific Islander communities have the worst health outcomes in terms of cases, hospitalizations, and deaths per capita.

The Coronavirus Local Fiscal Recovery (CLFR) funding presents a once-in-a-generation opportunity for the City of Seattle to respond to the disparities caused by the COVID-19 pandemic across different demographic groups and improve the lives of Seattle residents. We intend to recover from the social, public health, and economic impacts of COVID-19 and emerge from this pandemic a more just and equitable city.

Seattle has developed a bold vision for how these CLFR resources can help our city not only recover, but transform to become a more just and equitable city. We have developed a five-pronged plan that centers on equitable recovery, prioritizing resources for those communities who were hardest-hit by this pandemic.



We are investing in building housing infrastructure and protecting the health and safety of those in our homeless shelters by investing in strategies to both prevent homelessness and move people into housing. We are connecting communities to job training and employment programs and providing for their basic needs so they can stabilize and recover. We are investing in small businesses and activating public spaces with arts and community events. Finally, we are restoring City services that had been shut down by COVID, including bringing back library hours.

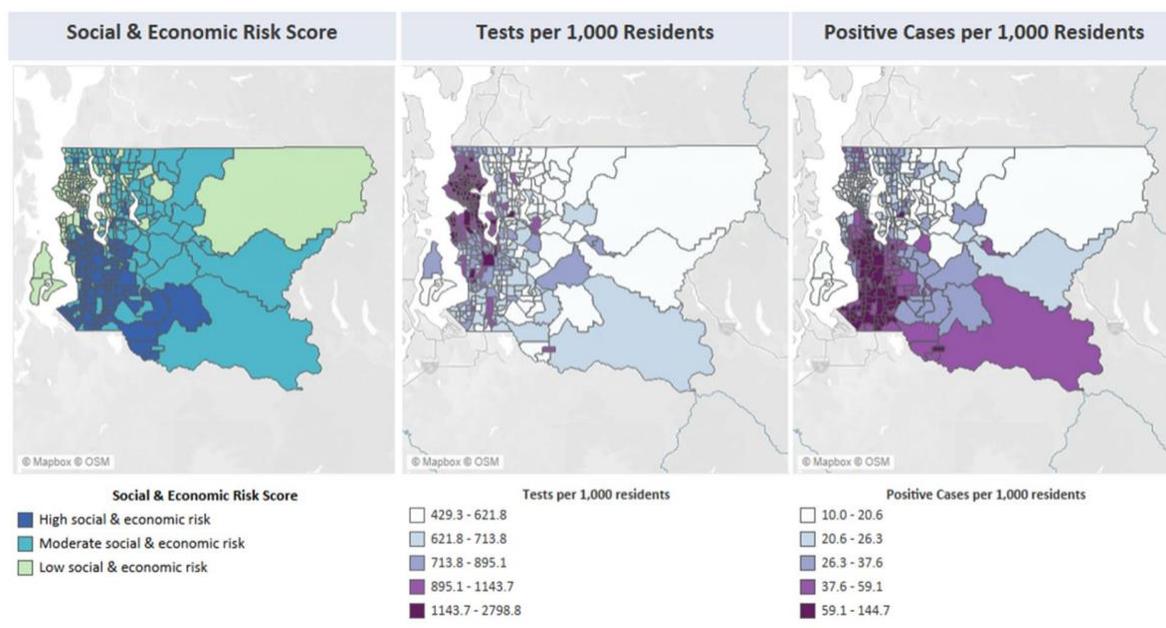
To ensure greater transparency and public accountability, we have developed a performance management framework that centers on continuous improvement and builds in strategies for more systemic and scientific program evaluation. This framework looks at both individual program-level data *and* system-wide performance over the course of the funding cycle. Our approach leverages both quantitative administrative data and qualitative data to bring in resident voice and more fully tell the story of these investments.

Clear and concrete program targets will help give program managers across the city the tools and data to recommend program improvements in real-time, as well as the key information for policy and decision makers to improve policy and strategize for funding opportunities in the future.

## Uses of Funds

The negative impacts of COVID-19 were widespread in Seattle and across the world. However, the COVID-19 harms were not equally distributed across all populations. Here in King County, the COVID-19 pandemic deepened and highlighted existing disparities. As Figure 1 below illustrates, our most vulnerable communities – those with higher social and economic risk – had higher per capita cases of COVID-19, higher rates of hospitalization, and more deaths per capita than Census tracts with lower social and economic risk. Furthermore, those areas with lower risk (and fewer positive cases) actually had *more* tests on average, demonstrating the unequal distribution of resources and access of supports to combat COVID-19.

Figure 1. A snapshot of Public Health – Seattle & King County’s Social and Economic Risk Index (SERI) dashboard



Social and economic challenges caused by the COVID-19 pandemic, including unemployment and wage losses, increases in homelessness, and food insecurity, were also disproportionately felt by communities with higher social and economic risk as well as Black, Indigenous, and People of Color (BIPOC) communities across Seattle. For these communities, the impacts have been devastating and recovery has been too slow.

The Coronavirus Local Fiscal Recovery (CLFR) funding presents a once-in-a-generation opportunity for the City of Seattle to respond to the disparities caused by the COVID-19 pandemic and improve the lives of Seattle residents. We intend to recover from the social, public health, and economic impacts of COVID-19 and emerge from this pandemic a more just and equitable city. Our Theory of Change provides an overall framework of how and why change will occur because of these investments across the city.

## The CLFR Theory of Change

If we...

*Prioritize community input and align with the County and State to address both the short and long-term health, economic, and social impacts of COVID-19*

By...

*Providing services and funding in partnership with culturally relevant organizations to directly support the individuals, businesses, and communities most impacted by COVID-19*

Then...

*Seattle can be transformed, and we will become a more just and equitable city*

## Investment areas and core strategies

The City of Seattle and Seattle City Council engaged in community outreach to inform and guide the investment areas for the CLFR resources. The spending priorities are guided by the principles of **equity** (prioritizing investments for those most impacted by COVID); **coordination** (ensuring that investments are coordinated with other entities to address gaps in service provision); **flexibility** (being nimble and prepared to respond as needed); and **resilience** (guarding against future uncertainty and positioning the City to make new investments). The final CLFR plan invests in five areas across government services:



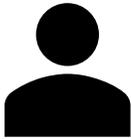
1. **Housing & Homelessness:** The pandemic intensified Seattle's preexisting housing affordability and homelessness crisis, but recovery and CLFR funding is our chance to turn the corner. The CLFR Plan will focus on two elements of homelessness. First, providing enhanced, 24/7 shelter with a higher level of services to ensure that individuals are prepared to move out of homelessness. Second, providing new programs to transition individuals out of emergency shelter such as extended rapid rehousing, diversion funding, and especially permanent affordable housing.
2. **Community & Small Business Recovery:** Our communities know best what they need to recover and the CLFR Plan will give them that support. We are providing help for small businesses, investments in job training, and targeted grants.
3. **Community Wellbeing:** The CLFR plan will directly provide support services to those hit hardest by the pandemic. This includes increasing digital equity, increasing college supports and expanding access to summer school, providing food access and diapers to families, and offering mental health services.
4. **Community Assistance & Programming:** Childcare is essential to reopening. Childcare workers, predominantly women, were hit hard during the pandemic and many childcare centers remained open in the face of uncertainty and declining enrollment. Seattle is investing in our children's future by creating more childcare facilities and providing premium pay to our essential childcare workers. Additionally, we are investing in improving our physical spaces by

making Stay Healthy Streets permanent, enhancing services at parks and facilities, and continuing the availability of free outdoor dining and retail permits for another year.

5. **Supporting City Services & Workers:** As Seattle reopens, the CLFR Plan will help restart paused city programs so that everyone can go out enjoy all our great City has to offer – from art activations and childcare services to public pools and epic events.

These investment areas are cross-cutting and will be disbursed by nearly every single department across the city. Within investment areas, there are three core strategies for funding that unite these investment areas: 1) Meeting Individual Needs, 2) Enhancing Public Space, and 3) Building Back Businesses. Each core strategy, described below, contributes to the overarching goal of the Seattle CLFR Investments is to “Provide services and funding in partnership with culturally relevant organizations to advance economic mobility for all residents and close racial gaps.”

### Meeting Individual Needs



Directing funds to individuals to help them best meet their unique needs. This can include premium pay, food supports, diapers all the way to housing supports and job training and placement services. These strategies center the individual.

### Enhancing Public Space



Investing in neighborhoods and communities that have historically been the lowest priorities for government investment through public space activation, street enhancements, beautification, and public events. We know that these communities have rich relationships despite generations of inequitable government funding and investment. In this strategy, we are not building community, we are investing in the communities that have existed for generations.

### Building Back Business



Supporting small businesses as they reopen will help them return stronger than ever, this includes technical assistance, direct support, and waiving city-required licensing fees.

Table 1. CLFR Expenditure Categories

Expenditure Category (EC)	Sub-Total	Summary of Programs
<b>EC 1: Public Health</b>	\$8,050,000	Seattle will be enhancing many public facilities to align with public health recommendations including enhanced cleaning, improved air filtration, and space reconfiguration. This funding will also support rent abatement and deferral to support City tenants.
<b>EC 2: Negative Economic Impacts</b>	\$27,515,000	<p>Using CLFR resources, Seattle will</p> <ul style="list-style-type: none"> <li>▪ Stabilize and assist small businesses with getting back on their feet</li> <li>▪ Restore library hours to pre-pandemic levels</li> <li>▪ Host community activations at Seattle Center to engage community members, as well as provide opportunities for artists to publicly perform</li> <li>▪ Provide job training opportunities</li> </ul>
<b>EC 3: Services to Disproportionately Impacted Communities</b>	\$50,575,000	<p>Seattle is investing in long-term resources to support individuals and families and help them stabilize after the devastating impacts of COVID-19. These investments include:</p> <ul style="list-style-type: none"> <li>▪ <b>Housing supports:</b> The acquisition of multifamily housing units to provide stable housing for low-income families; investments to provide enhanced, 24/7 shelter with a higher level of services to ensure that individuals are prepared to move out of homelessness; and new programs to transition individuals out of emergency shelter such as extended rapid rehousing, diversion funding, and especially permanent affordable housing.</li> <li>▪ <b>Health supports:</b> Enhancing our outdoor spaces, particularly in neighborhoods with high rates of COVID-19, to ensure that people can exercise and experience nature in ways that are aligned with public health recommendations.</li> <li>▪ <b>Education supports:</b> Providing education for children from cradle to career to mitigate the learning loss experienced during COVID-19 through childcare stipends, enhanced childcare facilities, and college supports and access.</li> </ul>
<b>EC 4: Premium Pay</b>	\$3,000,000	In recognition of the immense work and dedication to Seattle’s children, as well as supporting a group of workers who experienced significant job loss and uncertainty during the pandemic, Seattle will be providing additional premium pay to childcare workers across the city.
<b>EC 5: Water, sewer, and broadband Infrastructure</b>	\$0	Seattle does not have any water, sewer, and broadband infrastructure investments in the CLFR package.

Expenditure Category (EC)	Sub-Total	Summary of Programs
<b>EC 6: Revenue Replacement</b>	\$25,900,000	Seattle will be using \$25 million in revenue replacement to provide a new round of cash assistance through the Seattle Disaster Relief Fund. The intended recipients of the new round of cash assistance are low-income families of Seattle, with an emphasis on communities disproportionately impacted by COVID-19, including immigrant and refugee families and by Black, Latinx, Indigenous, and other communities of color, and workers in the creative industry.
<b>EC 7. Administrative</b>	\$500,000	Seattle will conduct impact analysis and evaluation of the City's recovery investments, optimization of existing City affordability investments, and implementation of a unified application tool for those investments.

Figure 2. Seattle CLFR Theory of Change

## OVERALL GOAL

Direct services and funding in partnership with culturally-relevant organizations to address the harms caused by COVID-19 and support the most impacted communities.

## INVESTMENT AREAS



## CORE STRATEGIES



Meeting Individual  
Needs



Enhancing Public  
Space



Building Back  
Business

## OUTCOMES

Address both the short- and long-term economic and social impacts of the COVID-19 pandemic, and provide critical resources to those disproportionately impacted by COVID-19 through direct assistance, services, and investments in small and micro-businesses, nonprofits, and workforce development

### *Seattle Residents*

- Can meet their basic needs
- Can access living wage jobs and afford to live in Seattle
- Engage in their community

### *Programs and Businesses:*

- Increase performance outcomes over time
- Provide opportunities for authentic outreach and engagement with families and partners
- Provide culturally-responsive practices
- Ensure customer satisfaction and opportunities for feedback
- Can operate stably
- Hire high quality staff that are representative of the communities they serve

### *Systems*

- Prioritize neighborhoods that have been historically under-invested
- Alignment and collaboration for region-wide response
- Closure of race-based opportunity gaps
- Equitable, easy, and person-centered access to city-funded resources

## Goals and Outcomes

The theory of change identifies one goal to unite the many investments through the CLFR funds. Each investment area also has specific goals and outcomes for individual-level, program-level, and system-level impacts, to more specifically understand how individuals' lives and the community as a whole are changing as a result of these funds.

Table 2. CLFR Goals and Outcomes

Investment Area	Goal	Outcomes
Housing & Homelessness	People have access to safe and stable housing and increase available emergency housing resources	<ul style="list-style-type: none"> <li>▪ Building or acquiring affordable housing units</li> <li>▪ People have access to emergency housing</li> <li>▪ People transition into permanent housing</li> <li>▪ People maintain permanent housing</li> </ul>
Community & Small Business Recovery	People and businesses can access assistance to economically recover from the impacts of COVID-19	<ul style="list-style-type: none"> <li>▪ People enrolled in sectoral job training programs</li> <li>▪ People graduate from sectoral job training programs</li> <li>▪ Businesses see an increase in foot traffic and sales</li> <li>▪ People see an increase in income</li> </ul>
Community Well-Being	Communities with historic barriers to capital, digital services, and basic needs can access these resources	<ul style="list-style-type: none"> <li>▪ Increase childcare opportunities in communities with historical barriers to capital</li> <li>▪ Meet basic needs such as food and diaper access</li> <li>▪ Increase digital equity</li> <li>▪ Restore government services to pre-pandemic levels</li> <li>▪ Students can access financial supports to help them graduate on time</li> </ul>
Community Assistance & Programming	People make use of enhanced outdoor infrastructure and public spaces	<ul style="list-style-type: none"> <li>▪ People can safely access parks, wading pools, and other City resources</li> <li>▪ Communities reengage in public spaces through attendance at events and spending time outside</li> <li>▪ Families access childcare</li> <li>▪ Live events return</li> </ul>
Reopening City Programs & Services	The City of Seattle is equipped to reopen equitably and ensure staff have resources and supports to engage in the new remote work opportunities	<ul style="list-style-type: none"> <li>▪ Government programs are restored to pre-pandemic levels</li> <li>▪ City staff are supported in their return to work</li> </ul>

### *Alignment with County and State Investments and Initiatives*

Aligning with our government partners is a key strategy for the City of Seattle's approach to CLFR investments. As articulated in the Seattle City Council Resolution 31999 in March 2021,

*The City will coordinate its efforts with county, regional, state, community, and institutional partners, and leverage shared resources to ensure that the City's response is addressing gaps in service provision. The City shall continue to expand its financial partnership with King County to support County programs and services that primarily benefit households, workers, nonprofit organizations, and small businesses in Seattle. Further, the City should maximize all available strategies to finance the response (including grants and reimbursable expenditures) to scale the City's response commensurate to the magnitude of the impacts of the pandemic.*

This vision for coordination has already taken several tangible forms. City staff are in regular communication with King County's CLFR Manager and are exploring opportunities for collaboration. Seattle's Office of Housing is working with King County to align access and enrollment for rental assistance, making it easier for tenants to apply for assistance. The Office of Housing is also matching State funding for Rapid Acquisition Loans that quickly create new low-income rental housing, as demonstrated in the [Office of Housing Notice of Funding Availability for Rapid Acquisition Loans](#):

*Project sponsors are encouraged to propose financing plans that leverage City of Seattle resources with funding from other sources, potentially including funds availed under the Washington State Department of Commerce's State Rapid Housing Acquisition Program and the traditional State Housing Trust Fund. (Page 4)*

Other examples include coordination with State, County, and Enterprise Community partners for childcare facility funding and coordination with King County's *Health Through Housing* program and King County Regional Homelessness Authority for homelessness investments in housing solutions such as emergency housing and rapid rehousing, as well as shelter with pathways to permanency.

## Promoting Equitable Outcomes

Like other communities, Seattle has long-standing and historic economic, social, and health-related inequities and the COVID-19 pandemic exacerbated these inequities. The City has an essential duty to use its resources and leadership to provide all residents with equitable services that address and respond to the harms caused by COVID-19. Seattle's CLFR investments prioritize services and supports to the most impacted populations.

As stated in the theory of change, the overall goal for Seattle's CLFR programming is to *"Direct services and funding in partnership with culturally relevant organizations to address the harms caused by COVID-19 and support the most impacted communities"*.

This is the North Star that all programs will be evaluated against. Seattle is committed to looking at our progress towards mitigating the harms caused by COVID-19 by examining demographic, geographic, and other data disaggregation. We will be doing this evaluation for each individual program as well as by investment levels. In Seattle, we identified which communities were most impacted by COVID-19 to inform how funding will be distributed. As a result, many of our programs explicitly prioritize these communities for outreach, resources, and targeted supports. For example, we know that "people of color disproportionately make up the essential workforce, and are thus less likely to work from home. The lack of childcare availability across the King County region is likely creating an extra burden on communities of color."<sup>1</sup> As a result, the Seattle Childcare Facilities program will fund the expansion and development of childcare that is located in a Qualified Census Tract (as defined by the Federal Government).

To evaluate our progress towards our goals, Seattle will use all available spatial, demographic, and economic data to monitor program progress and inform investments and outreach. An example of such a data source is the Public Health – Seattle & King County (PHSKC) Social and Economic Risk Index (SERI), which identifies communities that may be placed at greater risk of COVID-19 due to social and economic factors in King County.<sup>2</sup> The SERI score combines the following six factors comprising variables from the 2015-2019 American Community Survey:

1. Race/ethnicity, language, and place of birth:
  - a. Percent of population who are people of color;
  - b. Percent of limited English-speaking households; and
  - c. Percent of population born outside the US;
2. Median number of occupants per household;
3. Percent of adults in essential healthcare-related occupations;
4. Percent of adults in essential non-healthcare occupations;
5. Percent of adults age 25+ with less than a college degree;
6. Percent of households with income less than 200% of federal poverty limit.

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<sup>1</sup> Seattle Foundation, *Overview of COVID-19 Impacts on BIPOC Communities in King County*, July 2020, [link](#).

<sup>2</sup> Public Health – Seattle & King County Social and Economic Risk Index (SERI): <https://kingcounty.gov/depts/health/covid-19/data/inequities.aspx>

## *Defining the Harms Caused by COVID-19*

To evaluate progress towards addressing the harms caused by COVID-19, Seattle underwent a comprehensive review of the negative impacts stemming from the pandemic. All too often BIPOC, low-income, and other underserved communities experienced the greatest loss during the pandemic. The CLFR investments seek to explicitly address the harms caused by COVID-19 and as a result often prioritize or investments in these communities.

### *Economic Impact*

In the King County region, people of color were more likely to be near poverty and unemployed before the pandemic; COVID-19 exacerbated that. Throughout the pandemic, most unemployment claims in King County were filed by people of color, with Black workers highly overrepresented. Early unemployment claims saw all minority groups file for unemployment at higher rates than white workers. According to a Seattle Foundation report from July 2020, “BIPOC communities have been particularly impacted by the COVID-19 economic crisis for three primary reasons (1) overrepresentation in vulnerable jobs, (2) inequitable hiring and firing practices, and (3) barriers to receiving small business aid.”<sup>3</sup> Pandemic-related job losses were concentrated in lower income brackets. Although higher income brackets saw a quick and nearly complete recovery, many lower income jobs still have not returned a year later.

As of June 2021, the number of small businesses open in the Seattle metropolitan area was 38% lower than in January 2020, just prior to the initial economic impacts of the COVID-19 pandemic. Small business revenue was down 35%. In the same period, Washington State lost 27% of its low wage (<\$27k) jobs, which typically concentrate in those industries dominated by small businesses, such as brick and mortar retail, food and drinking establishments, and the performing arts. Though all three of these measures – number of small businesses open, revenue, and low-wage jobs – have improved from their low points in April 2020, all have plateaued since mid- to -late 2020, suggesting the need for intervention.

The geographic impacts have been uneven. Opportunity Insights found that the highest revenue loss took place in affluent neighborhoods because of reduced spending by high-income earners, which led to higher jobs loss among low wage workers.<sup>4</sup> On the other hand, relief to businesses in communities of color has come more slowly and been less accessible. The Brookings Institute found that “On average, it took 31 days for small businesses with paid employees in majority-Black ZIP codes to receive PPP loans – seven days longer than those in majority-white communities”.<sup>5</sup>

### *Housing Impact*

The affordable housing crisis, homelessness emergency, and the COVID-19 pandemic and related economic and unemployment emergencies are deeply impacting the lives of people throughout Seattle and the region and disproportionately harming Black, Indigenous, Latinx, and other communities of color, immigrants, the LGBTQIA community, disabled community members, and women, who already struggle against entrenched inequality.

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<sup>3</sup> Seattle Foundation, *Overview of COVID-19 Impacts on BIPOC Communities in King County*, July 2020, [link](#).

<sup>4</sup> Opportunity Insights, *The Economic Impacts of COVID-19: Evidence from a New Public Database Built Using Private Sector Data*, November 2020, [link](#).

<sup>5</sup> Brookings, *New data shows small businesses in communities of color had unequal access to federal COVID-19 relief*, September 2020, [link](#).

The number of people in shelters, encampments, and hotels has grown due to investments in these interventions during the pandemic, but there is a need to provide permanent affordable housing into which these individuals can move to address the homelessness problem.

### Educational Achievement

In response to the COVID-19 pandemic, many services, workplaces, and schools were forced to shift to online learning. This transition created significant learning loss, particularly for low-income students who were unable to consistently access education online. Although we have been unable to quantify learning loss experienced from at home learning, early reports indicate that students have experienced a “summer slide” similar to the learning experienced during out-of-school time such as summer vacation. This learning loss impacts all students but students of color are likely to experience greater learning loss compared to their peers.<sup>6</sup>

### Digital Access

In response to the COVID-19 pandemic, many services, workplaces, and schools were forced to shift online, with stark consequences for Black, Latinx, and low-income households, who have disproportionately less access to the internet at home. Having internet service at home is essential so that people can work remotely, engage their children in distance learning, connect with health care services, and access government services, including financial assistance and other resources.

### Awareness

To ensure that people across the city are aware of CLFR programs, Seattle departments will be implementing different strategies. For many of the direct assistance grants, Seattle will contract with community-based organizations to do outreach to their communities and to assist with any necessary application processes. Some departments are planning resourced and comprehensive media campaigns in multiple languages to increase awareness about available resources and encourage uptake. These campaigns will reach both mainstream and ethnic media. Additionally, departments will activate their networks to share information on upcoming opportunities and distribute outreach materials. Seattle’s recent efforts related to the 2020 Census and equitable distribution of the COVID-19 vaccine demonstrate our ability to conduct culturally relevant outreach in close coordination with trusted community messengers to meet desired results.

When we are providing opportunities to contract with the City, Seattle will prioritize working with small, community- and neighborhood-based organizations. These organizations have deep ties to the communities they serve and can often reach people faster and ensure they can have their needs met in a timely manner. These investments will also help increase the capacity of our partner organizations and strengthen their ability to serve communities in the long run. Seattle is committed to making funding applications as streamlined and as simple as possible so that small organizations have equitable opportunities to access funds.

### Access and Distribution

The City of Seattle is intentionally reducing barriers to access in applications for funding both for organizations seeking grant funding and for individuals who are accessing direct assistance. Previous applications for cash assistance have been developed in consultation with community members to be as low-barrier as possible, and lessons learned from previous campaigns will inform outreach and

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<sup>6</sup> UNC Charlotte Urban Institute, *COVID-19 Closes Schools and Brings on Its own “Summer Slide”*, April 2020, [link](#).

application strategies. Additionally, when possible, departments and community-based organizations will reach out to past applicants and recipients to let them know that new funding or resources are available.

In the short-term to ensure that individuals are aware of and can access programs across the CLFR investments, Seattle will develop an eligibility crosswalk and an easy-to-understand summary of programs. These resources will be made publicly available and shared with partner organizations. This will allow case managers, community-based organizations, and individuals to easily determine which programs they may be eligible for and provide information on how to get connected.

Although this is a positive step in increasing transparency and reducing barriers to access, Seattle intends to go further. Seattle is currently piloting a universal application tool for City-funded affordability programs, called CiviForm. CiviForm reduces barriers residents face when applying for city programs online by requiring residents to enter their information just once, enabling them to apply to multiple programs across multiple city departments without re-entering their data.

Our staff is in the process of comparing eligibility requirements across programs and streamlining where possible to reduce artificial barriers to access. This coordination will expand beyond CLFR-funded programs and ensure that Seattleites are aware of all available programs to build the suite of supports that best meet their specific needs. These materials will be available in multiple languages. Seattle's goal with CiviForm is to create the most customer-centric government services application in the nation.

### *Outcomes*

Although many of the CLFR investment goals strive to achieve population-level outcomes (i.e., advancing economic mobility for all residents), the City of Seattle is committed to disaggregating the data we collect. This will help us better understand who is being served, how well, and with what results.

When outcomes are presented merely in aggregate, race-based inequities are hidden and enabled to persist. We will disaggregate data by age, race, ethnicity, languages spoken, socioeconomic status, income, and geography to the extent possible to promote equity in our investments. This information will be standardized to ensure that we are not only looking at how individual programs are contributing to responding to the impact of COVID-19, but that we can also evaluate if and to what extent the entire CLFR-funded programming increases equity and economic mobility in Seattle. The CiviForm pilot referenced above is helping the City improve how we gather and disaggregate data at program enrollment.

For those programs that do not serve individual people or businesses (e.g., community programming, infrastructure, or restoration of government programs), Seattle will map out investments by Census tract to calculate what neighborhoods are receiving the majority of funding. In instances where we are not address the needs of neighborhood most impacted by COVID-19, we will use this information to reevaluate our strategies.

Ensuring equitable access to resources is a key priority for the City of Seattle. We will be monitoring the number and demographics of applicants and compare those to our best estimates of eligible populations. One program evaluation metric will be how successfully the program, department, or community-based organization is able to connect eligible people to these resources. Additionally, we will be mapping the distribution of funding to ensure that the places that receive the highest levels of funding are aligned with the areas hardest hit by COVID-19.

## *Seattle's Commitment to Race and Social Justice*

The City of Seattle launched the Race and Social Justice Initiative (RSJI) in 2004 to eliminate racial disparities and achieve racial equity in Seattle. The goals and strategies of RSJI are to:

1. End racial and social disparities internal to the City by improving workforce equity, increasing City employees' RJSI knowledge and tools, and increasing contracting equity;
2. Strengthen the way the City engages its community and provides services by improving existing services using RSJI best practices and enhancing immigrants' and refugees' access to City services; and,
3. Eliminate race-based disparities in our communities.

CLFR investments demonstrate alignment to the RSJI through commitment to directing resources to those who were most impacted by COVID-19 and directing funding to those communities, including BIPOC and low-income communities in Seattle. Each of our programs will be evaluated with a race and social justice lens and we will monitor program enrollment and outreach to ensure that these investments are serving our intended populations *and* resulting in improved outcomes for these communities.

## *Strategies to Prioritize Economic and Racial Equity*

Building on the commitment to RSJI, the CLFR investments prioritize equity. As described earlier, the investments seek to explicitly address the harms caused by COVID-19 – as a result, services will be distributed to underserved communities. To ensure that this priority is actively measured and monitored, CLFR programs identify specific targets intended to produce meaningful equity results at scale. For example, investments aiming to stabilize small businesses will have an intentional focus on reaching businesses who are more likely to hire people who experienced unemployment during the COVID-19 pandemic.<sup>7</sup> CLFR programs articulate actionable strategies to achieve those targets – in the previous example, investing in culturally relevant outreach and translation services – and active contract management enables adjustments to be made to achieve targets. The following examples in two Expenditure Categories illustrate how the commitment to equity has translated into CLFR programs.

### *Negative Economic Impacts (EC2)*

Seattle's investment in food assistance aims to both address the food insecurity faced by BIPOC and other community members as a result of COVID-19 and provide safe employment opportunities. This investment provides funding to restaurants that are community-oriented in neighborhoods that experienced significant negative impacts during the pandemic. This program supports them in providing meals to in need community members. The program will create equitable outcomes by increasing supports for 1) individuals facing food insecurity, which disproportionately impacts BIPOC communities; 2) supporting local small businesses in neighborhoods with higher rates of COVID-19 and farmers that provide culturally appropriate food and have been disproportionately impacted by the pandemic, and 3) workers by providing consistent employment opportunities in these neighborhoods.

To support people with barriers to employment who faced negative economic impacts from the pandemic, the City of Seattle is making a strategic investment in partnership with the Port of Seattle to provide employment opportunities for youth who are most underserved in our region between the ages of 16-24 years old. The CLFR investment will help to increase capacity to support youth in paid, short-term internships in Port-related industries with appropriate COVID-19 safety measures in place.

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<sup>7</sup> Brookings, *To expand the economy, invest in Black businesses*, December 2020, [link](#).

These employment opportunities must be part of a career trajectory and achieve substantial completion and/or progress via the training provided.

### [Services to Disproportionately Impacted Communities \(EC 3\)](#)

CLFR-funded programming provides additional support to increase educational equity in the Seattle Promise program model through targeted investments and key enhancements in the post-secondary transition experience for Promise scholars. These investments build on existing Promise program elements to further promote academic preparedness, improve post-secondary persistence, and expand pathways to completion. The CLFR funding creates a more robust academic bridge component to the program to deliver individualized student supports to enable a more seamless transition from high school to college. In addition, Promise scholars will have access to more personalized pathways to 4-year institutions through the CLFR-funded partnerships with University of Washington and the Washington State Opportunity Scholarship.

Seattle's five-pronged plan for an equitable recovery starts with housing and homelessness. The City's investment in affordable housing will support approximately 400 new units disproportionately benefitting people of color and people from historically disadvantaged communities. In addition, property may be acquired by historically underrepresented communities harmed by racially discriminatory policies such as redlining. As an example of an actionable strategy to ensure alignment with the commitment to economic and racial equity, the City will continue to prioritize our work with BIPOC housing operators and community representatives, as well as people well-versed in services to those disproportionately affected by inadequate housing.

### **Efforts to Date**

To date, Seattle has not expended any of the CLFR funding. Future reports will include detailed information on equity-related outcomes and the geographic distribution of funding.

## Community Engagement

The Seattle CLFR investments were informed by direct engagement with residents conducted by City Departments and the Mayor's Office (MO) External team, as well as through more public-facing channels such as the City Council Public Hearing on May 4, 2021, and public comment committee meetings in April and May. Direct, targeted engagement included listening sessions, which were conducted in Spring 2021 with constituents, advocacy and public interest groups, community-based organizations, and community leaders/trusted messengers. These included but were not limited to discussions with:

- Small businesses and neighborhood business districts, supported by the Office of Economic Development (OED)
- Service providers for those experiencing gender-based violence and survivors of gender-based violence, supported by the Human Services Department (HSD)
- Workforce-driven organizations and leadership, such as the Workforce Development Council of Seattle-King County (WCD)
- Youth, young adults, and youth behavioral agencies, supported by HSD

The following themes arose from the listening sessions and helped inform the CLFR investment plan.

1. Prioritize funding to most negatively impacted communities, organizations, and small businesses
  - Support repair and recovery from the COVID-19 pandemic, understanding the most disparities have occurred within our Latinx, BIPOC, and immigrant and refugee communities.
  - Invest in the advancement of BIPOC workforce and communities to continue and expand their ability to provide critical needs to the people they serve – through funding, technical assistance, and training.
2. Leverage systems thinking and coordination to address systemic barriers
  - There is an opportunity to address systemic inequities by strengthening multi-agency coordinated efforts, taking advantage of already existing data or resources across local, regional, and state programs.
  - Consider the existing systems and conditions that allow for inequity and work to address them by understanding and investigating who has benefited and who has been harmed.
3. Invest in capacity building of community-based organizations and service providers
  - There is a community desire for funds to invest heavily in capacity building for community-based organizations and community service providers, and quickly.
  - The City can help to make connections to either expand existing services or create new service opportunities for CBOs through community-led Request For Proposal (RFP) (or similar) processes.
4. Activate public spaces for public safety and well-being
  - Community is eager to rethink how public spaces are utilized and activate them in a way that promotes community connection and growth.
  - Co-design how to rebuild public spaces with community and neighborhood members in a way that activates and promotes community safety and well-being, especially in neighborhoods that don't have existing or accessible public spaces.

5. “Nothing about us without us”

- The voices of those with lived experience should be brought into the discussion of investments, policies, and programs; decision-making should be based on the needs, challenges, and experiences shared by those most impacted.
- Think of who is currently in the room, who has not been invited historically, and who currently has access to positions of power.

In addition, the CLFR plan was also informed by the Seattle City Council’s passing of Resolution 31999, which outlines a set of principles to help guide decisions by the Council when appropriating the funds that the City will receive from the federal government to support COVID-19 relief and recovery efforts:



**EQUITY:** The City has an essential duty to use its resources and leadership to address racial disparities - brought on by the COVID-19 pandemic and its impact on economic recovery - in Latinx, Black, Indigenous, and other people of color (BIPOC) communities; providing all residents with equitable services.



**COORDINATION:** The City should coordinate its efforts with county, regional, state, community, and institutional partners, and leverage shared resources to ensure that the City’s response is addressing gaps in service provision.



**FLEXIBILITY:** The City should be flexible and responsive in its approach as it learns and actively prioritizes resources as needed to maximize impact.



**RESILIENCE:** Federal funding should be appropriated so that the City can continue to deliver critical services to communities most impacted by COVID-19 and is well-prepared to weather future economic uncertainty as the economy recovers.

The culmination of targeted community outreach and engagement, and more open public conversation, helped to inform and guide decisions around what investment areas are most crucial for residents at this time. As aforementioned in this report, those five investment areas are:



These investments (and their associated programs and services) will afford the opportunity for extended and iterative community engagement as some funds are being appropriated to the creation of new programs and/or services, which will need continuous input as they are developed. The City’s approach to extended community engagement to augment evaluation is a twofold strategy, focused on creating

engagement opportunities for residents to participate at both the programmatic (micro) and citywide (macro) levels. In addition, each strategy will be supported by specific methods, which are described in Table 3 below. The City’s goals for taking this approach are to (1) be transparent with community and (2) increase access and opportunities for community members to be involved in funding decisions.

The City’s Innovation & Performance (IP) team will develop and deploy program-level engagement where they’ll be taking a mixed-methods approach, including getting resident feedback on the design of specific programs and investments (in addition to measuring and reporting quantitative performance metrics). In parallel with program-level efforts, citywide engagement will build public awareness of how funds are being allocated and outcomes are being achieved, through direct and indirect methods of outreach/engagement.

To better understand evaluation plans across the CLFR programs, IP met with City department leadership, identifying opportunities for IP to provide technical and/or strategic assistance for program-level evaluation – with a focus on both qualitative methods and quantitative data. As an outcome of those discussions, specific programs were identified as opportunity areas for extended program-level community engagement with IP to build an understanding of how CLFR investments have a non-quantifiable impact on residents, businesses, and organizations. Examples of specific programs and strategies can be seen at each of the following Program-level tiers of support below.

Table 3. Community engagement approach

Program-level Engagement (IP)	Citywide Engagement
<p><b>Tier 1 - Planning Support</b></p> <p>IP will help departments with <b>qualitative evaluation planning</b>, such as how to build-in complementary qualitative metrics to more quantitative-heavy evaluations and creating strategies for community involvement, if not already included in evaluation processes or reporting. This is more geared towards department programs that may only need one-off strategy assistance.</p> <p>An example of what this looks like in practice is working with Seattle Center on their Summer Campus Activation, supporting them in defining performance metrics that speak to event success (in addition to revenue or sales generation), such as attendee satisfaction or suggestions for new activation events.</p>	<p><b>Tier 1 – Inform (indirect)</b></p> <p>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</p> <p>Methods could include online forums, interactive dashboards, or dynamic data visualizations.</p>

Program-level Engagement (IP)	Citywide Engagement
<p><b>Tier 2 – User Research/Discovery</b></p> <p>Help departments understand the current state of a particular problem to help inform the design of planned programs, products, or services. This could be in the form of <b>discovery sprints</b> - a method to quickly build a common understanding of the status of a complex organization, system, or service.</p> <p>An example of what this looks like in practice is working with Seattle Parks and Recreation (SPR) on their Activation programs to learn how residents would like to community parks to be activated and the type(s) of activations they would like to co-create.</p>	<p><b>Tier 2 – Inform (direct)</b></p> <p>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.</p> <p>Methods could include in-person or virtual town halls, on-site community meetings. These should be ongoing, cadence to be determined.</p>
<p><b>Tier 3 - Program/Product/Service Design</b></p> <p>IP will help departments in gathering continuous feedback through the form of co-design and testing, specifically when the team has reached certain milestones that either need community input on spending decisions, design direction, or policy implementation. The goal being to allow community to have multiple opportunities to engage throughout the design process. This could be in the form of <b>design sprints</b> - a five-phase process for answering critical questions through design, prototyping, and testing ideas with those most impacted by a program or service.</p> <p>An example of what this looks like in practice is working with Seattle Department of Transportation (SDOT) on expanding the Stay Healthy Streets program by helping to design and test ideas with BIPOC-led community groups and neighborhood members. This could also provide capacity building opportunities for CBOs through educating stakeholders on the design and testing processes.</p>	<p><b>Tier 3 – Consult &amp; Involve (direct)</b></p> <p>To keep communities informed to any decisions that have been made, listen to, and acknowledge concerns and aspirations, and provide feedback on how public input <i>has</i> or <i>is</i> influencing decision-making. The goal is to be less informative and more practical, working through feedback and interrogating outstanding questions.</p> <p>Methods could include on-site or virtual listening sessions, specific community meetings in relation to the problem or project space. This level of engagement may be tied to one specific program or problem space as opposed to the community at large.</p>

To best serve the people of Seattle, specific programs will fund the capacity of supporting community-based organizations and service providers in a variety of ways, including capacity building in the form of financial assistance to address negative impacts from the COVID-19 pandemic, ensure service stability over time, and sustain equitable access throughout lifecycle of program and/or service. Below

are three specific program examples with strategies for direct investments to CBOs for capacity building:

**1. Seattle Office of Housing (OH): Capacity Building for Housing Providers**

This program will provide financial assistance to non-profit affordable housing organizations that have been negatively impacted by the pandemic. Funds will be distributed via an annual RFP process, with a focus on capacity building and stabilization efforts to ensure that organizations can continue to operate effectively through the COVID-19 recovery. The pandemic impacted non-profit affordable housing providers through a combination of decreased fundraising revenue, decreased rental income, and increased expenses related to COVID prevention. The program will directly benefit these agencies, and financially stabilizing these agencies will in turn benefit the people they serve. Tenants served by recipient organizations are low-income and represent a population that has been disproportionately impacted by the pandemic. This program addresses the impact by stabilizing housing providers to ensure they can continue serving low-income tenants, who are disproportionately people of color and people representing disadvantaged communities. Strengthening these agencies will improve service to their tenants, who need housing stability to get back on their feet.

**2. Human Services Department Homeless Strategy and Investment (HSI) Capacity Building**

This item provides funding for homelessness service providers to build capacity in their programs to ensure support of high-acuity clients, long-term stability of organizations and higher achievement of performance outcomes. A primary root cause of inequity within the homeless response system is lack of high-quality homeless response programs that fully meet the needs of BIPOC individuals and families. The primary strategy to reach maximum impact is to ensure BIPOC-led and serving agencies have access to capacity building funds, and there is flexibility built-in to operate the programs in a manner that best meets the needs of the people they serve. Through this capacity building, agencies will have the opportunity to expand their organizational infrastructure through investments in technology, training, and staff retention programming.

**3. Seattle Information Technology (IT): Digital Equity**

This item will fund digital equity programs such as the Technology Matching Fund, increasing affordable internet connectivity in high needs areas, or providing technical assistance to residents needing help with basic use of computers, internet, and online services and applications. Digital access and fluency are critical to participate in modern economy and are disproportionately scarce in BIPOC communities. Grants will fund ideas coming from those living in and serving impacted neighborhoods. Additionally, these programs will center work in BIPOC communities and direct investments to CBOs for capacity building, community involvement, and leadership.

## **Labor Practices**

Not applicable - the City of Seattle is not pursuing infrastructure projects (EC 5) with State and Local Fiscal Recovery Funds (SLFRF) to report on labor practices.

## Use of Evidence

### *Evidence-Based Strategies*

The CLFR funds are an opportunity for Seattle to continue some of our existing evidence-based programs, support and expand these programs (through the acquisition of capital and investment in technical assistance to support community-based programs administering these programs), and develop a robust citywide culture of evaluation and continuous improvement.

Our evidence-based programs include:

- **Rapid Rehousing (\$6,700,000):** A comprehensive review of rapid rehousing found that it is a strategy that helps families exit from shelter quickly and has a low rate of return to homelessness. This strategy is found to positively increase income and reduce rates of return to homelessness.<sup>8</sup>
- **Green Space Improvements and Increased Access (\$3,525,000):** There is a significant body of evidence that reinforces the positive outcomes of access to well-maintained and inviting green space. “Studies have repeatedly shown that the aesthetic appeal of places enhances the desirability of those places for walking among both children and adults. They also show higher levels of physical activity among children and adults in places perceived as pleasant.”<sup>9</sup> Seattle is investing in green space improvements through enhanced maintenance and activation in public parks. These enhancements will encourage more people to use the green space infrastructure, which in turn increases physical activity which has long-term positive health impacts. Furthermore, Seattle is continuing investments in the Stay Healthy Streets program. Perceived safety from traffic is associated with the presence of sidewalks, footpaths, and pedestrian infrastructure. Young children are less likely to walk, and parents are less likely to have their children walk, in areas they perceive as exposed to, or unsafe from, vehicular traffic.<sup>10</sup> The Stay Healthy Streets program enhancements will likely have a positive impact on children activity levels.
- **Diversion Assistance (\$1,300,000):** Diversion support provides resources to help families who are at risk of homelessness find housing options as an alternative to entering a homeless shelter. Building Changes conducted a Diversion pilot in Washington in found that over half of the families that participated were able to avoid entering a homeless shelter, and of those housed, over 80% did not return to homelessness after one year. This is a proven strategy to reduce the number of families who experience homelessness.<sup>11</sup>

In addition to the evidence-based programs listed above, Seattle is investing in the required infrastructure to support and expand existing evidence-based programs. While these strategies are not, themselves, evidence-based, they are necessary to implement evidence-based programs.

Some of these programs include:

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<sup>8</sup> The Urban Institute, “Rapid Re-Housing – What the Research Says”, June 2015, [link](#).

<sup>9</sup> Active Living Research, “Creating places that promote physical activity: Perceiving is believing”, August 2015, [link](#).

<sup>10</sup> Active Living Research, “Creating places that promote physical activity: Perceiving is believing”, August 2015, [link](#).

<sup>11</sup> Building Changes, “Homelessness to Housed in a Hurry”, April 2018, [link](#).

- **Multifamily Housing Acquisition Capital (\$16,300,000):** These funds will allow the City to acquire 300 new units of affordable family housing. These units are necessary to implement our evidence-based housing strategies to prevent families from becoming homeless.
- **Childcare Facilities (\$5,000,000):** These funds will support the expansion or development of childcare facilities in qualified Census tracts. Although the physical space is not “evidence-based,” it will allow for the implementation of evidence-based childcare facilities in these neighborhoods. Evidence-based childcare programs are demonstrated to have lifelong positive impacts for children starting with increased reading ability in kindergarten up through a higher likelihood of graduating from high school and improved economic mobility.

*Seattle CLFR Performance Management Framework*

Seattle is implementing a comprehensive and multi-tiered performance management framework to understand if and how we are making progress to advance economic mobility for residents and close race-based gaps. This framework centers continuous improvement and examines individual program-level *and* system-wide performance over the course of the funding cycle.

This will give our program managers across the city the tools and data to recommend program improvements in real-time as well as the key information for policy and decision makers to improve policy and strategize for funding opportunities in the future.

The performance management framework is data-driven and responsive to community needs and feedback. It builds accountability and oversight into our investments at all levels. **Program staff** will quickly know if programs are on track to meet outcomes, and if not, they can intervene and support programs and community-based organizations drive to better outcomes. **Policy and decision makers** can use this data to guide future investments and advocate for the continuation of evidence-based programs. **The public** will be able to access performance and spending data to help them better understand how the funds were expended, who benefitted, and increase city-wide accountability.

The thread of evaluation and responsive course corrections spans most of the funding cycle. This continuous improvement cycle allows both Seattle staff and contracted community-based organizations to make ongoing course corrections and efficiently manage investments to achieve desired outcomes.

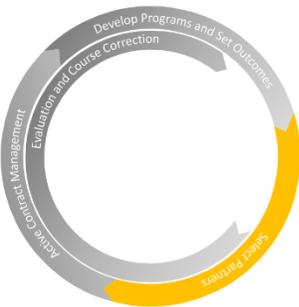




### 1. Programs and Outcomes Development

Policymakers including Seattle’s Mayor and City Council developed the initial CLFR proposal after engagement with community and examination of harms caused by COVID-19. Departments worked with the City of Seattle’s Innovation and Performance team to define specific metrics and outcomes for each program. These metrics and outcomes roll up into system-wide and population-level outcomes that will assess if and how the City is making progress towards our overall goals.

In subsequent iterations of funding, program decisions will be informed by evaluation findings, ongoing community engagement, and in consideration of the lessons learned during implementation of this first phase of funding.



### 2. Partners Selection

Through equitable funding processes, such as competitive RFPs, Seattle departments will identify the partners best suited to meet desired outcomes and support target populations. Selection criteria to identify the “best-suited” partners can include previous performance, commitment and demonstrated success and achieving equitable outcomes, staff with lived experience, outreach capacity, and/or other criteria set by program managers to achieve the intended results of the program.



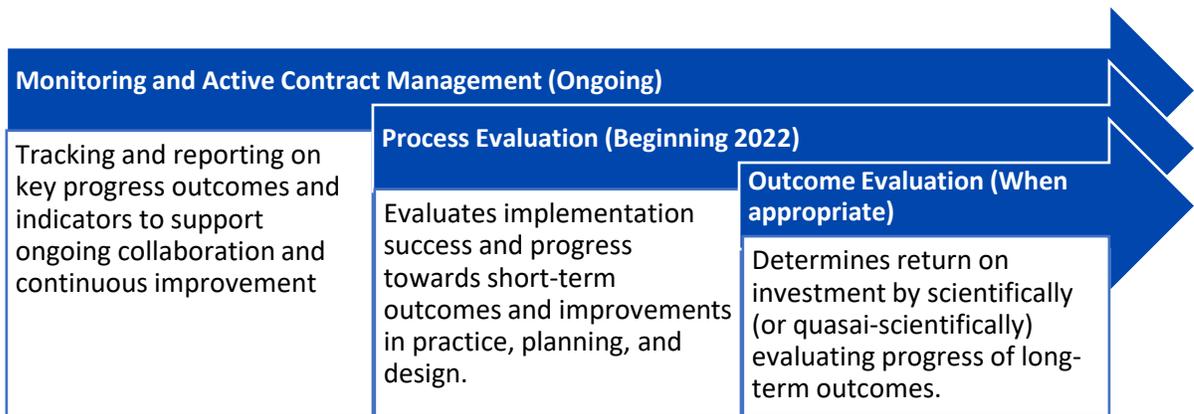
### 3. Active Contract Management

Seattle will be partnering with providers to implement Active Contract Management (ACM). ACM moves contract management and procurement from a back-office function to the front and center of performance management. Under Seattle’s ACM framework, program managers in each department will be reviewing program data on a regular cadence in partnership with community-based organizations and other stakeholders. This collaborative data review and meeting helps ensure that both government and service providers better understand the fidelity of program implementation, progress towards equitable outcomes, and program. Essentially, they will be interrogating the question: *are we meeting the needs of vulnerable Seattleites, and if not, what can we do to change things?*

This strategy means that issues with program implementation can be identified and solved quickly. If the target population is unable to access services, or if that process is slow, both City staff and program staff know, trouble shoot, and can take actions to improve the program’s referral and outreach system. This strategy will allow for incremental improvements to see if programs are improving over time and refining program strategies and improving processes. Finally, ACM can result in significant systems re-engineering by revising protocols and improving partnerships between government agencies, community-based organizations, and reducing silos across departments.

## Ongoing Evaluation and Course Correction

The CLFR evaluation strategy consists of a three-pronged evaluation approach consisting of: (1) monitoring and performance management, (2) process evaluations to identify opportunities for improvement and course correction, and (3) outcome evaluation to assess whether CLFR investments have improved outcomes for Seattle residents, closed racial gaps, and reduced the impacts of COVID-19 on our community. This approach aims to provide evidence which will allow the improvement of the City’s programs and actions and increase accountability to the general population.



**Monitoring and performance management evaluation** activities will monitor progress toward performance indicators. All investment areas are required to collect specific numeric performance data for each funded strategy. Performance indicators for each program are defined in Appendix B. Tracking performance measures allows staff to monitor the quantity and quality of services provided to individuals and the community at large as well as the results achieved by providers. This information is the foundation of the active contract management process.

The structure of Active Contract Management involves 1) high frequency-reviews of real-time performance data; 2) Regular, collaborative meetings between service providers and agencies; and 3) forward-looking performance management road maps.

**Process evaluations** help determine how to improve practice, planning, and design. Information gleaned enables partners to inform, manage, improve, or adjust programs, services, and practices. These types of evaluations provide possible early warnings for implementation challenges. Potential evaluation questions under this design can include whether activities were delivered as intended. Furthermore, process evaluation can provide specific stakeholders with information on if the services provided were effective, how they were effective or ineffective, and what can be done to improve outcomes. In most cases, these types of evaluations would be considered descriptive.

**Outcome evaluations** assess to what extent a program, service, or strategy was successful in achieving its intended outcomes. Outcome evaluations occur after several years of implementation and seek to

determine the effectiveness in producing change after fidelity has been established. The CLFR outcome evaluations will assess three levels of impact (community, program, and individual) when analyzing CLFR's overall effectiveness. The schedule for assessing levels of impact will vary based on how quickly results are expected, whether the investment is new, etc. For example, some changes in individual-level data may be expected and therefore evaluated in the first year of CLFR implementation, whereas larger systems-level changes may not be affected and evaluated until the final years of implementation. In most cases, outcome evaluations are often considered causal. Causal evaluation designs aim to establish a direct link between an intervention and outcome(s).

Seattle is exploring opportunities for outcome evaluations in many of the CLFR investments and future reports will discuss specific programs that are undergoing formal evaluations.

### *Additional Evaluation Strategies*

#### *Linking Systems*

Many of these programs collect data in disparate systems, ranging in sophistication from Microsoft Excel spreadsheets to multi-jurisdictional databases. We commit to linking and connecting data when possible to further understand how individuals are engaging with our services and determining ways to improve services. We believe that having a better understanding of how individuals are using programs across departments (which are frequently artificially siloed) will help us improve customer service and drive to better outcomes. Furthermore, the development of CiviForm, our common application portal for City of Seattle programs, will help us better understand how residents engage with the City across programs and support departmental coordination to best support people and communities.

#### *Communities of Practice*

The CLFR investments are an opportunity for Seattle to break down government silos and foster collaboration across the City. Many of these CLFR investments seek to achieve the same goals (e.g., helping individuals find employment or increasing foot traffic in a neighborhood) but are housed in different departments. Our Communities of Practice will bring together department staff each month to discuss joint strategies and ensure that funds are being used in a collaborative and additive way. The Communities of Practice will also be an opportunity to highlight new and innovative programs, share lessons learned across departments, coordinate and increase technical expertise available for monitoring and evaluation (M&E), and improve the quality of M&E activities and knowledge of methodologies and standards. The first cohort will include Communities of Practice for: 1) Departments providing technical assistance to partners; 2) Departments managing job training or job placement programs; and, 3) Departments working community space improvements.

#### *Frequency of Reporting*

Seattle is in the process of finalizing our reporting cadence. Reporting will extend beyond the required annual reporting to Treasury and include quarterly reports to the Mayor's Office and Seattle City Council, monthly programmatic reports for program management, and regular highlights and deep dives into specific programs. When possible, reports will be made publicly available and in multiple languages.

#### *Staff Capacity*

The City of Seattle recognizes the importance of having a strong evaluation team to monitor the outcomes of this once-in-a-lifetime investment in equity. The Innovation and Performance team is standing up an evaluation team includes data scientists, civic designers, and overall project management to ensure that we have the capacity and expertise to implement evaluations across Seattle.

## Table of Expenses by Expenditure Category

EC#	Expenditure Category Description	Planned Spending	Total Expenditures to Date
1.1	COVID-19 Vaccination		\$ -
1.2	COVID-19 Testing		\$ -
1.3	COVID-19 Contact Tracing		\$ -
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)		\$ -
1.5	Personal Protective Equipment		\$ -
1.6	Medical Expenses (including Alternative Care Facilities)		\$ -
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency	\$1,600,000	\$ -
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$6,450,000	\$ -
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19		\$ -
1.10	Mental Health Services		\$ -
1.11	Substance Use Services		\$ -
1.12	Other Public Health Services		\$ -
2.1	Household Assistance: Food Programs	\$690,000	\$ -
2.2	Household Assistance: Rent, Mortgage, and Utility Aid		\$ -
2.3	Household Assistance: Cash Transfers		\$ -
2.4	Household Assistance: Internet Access Programs	\$500,000	\$ -
2.5	Household Assistance: Eviction Prevention		\$ -
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers		\$ -
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)	\$2,445,000	\$ -
2.8	Contributions to UI Trust Funds		\$ -
2.9	Small Business Economic Assistance (General)	\$17,380,000	\$ -
2.10	Aid to Nonprofit Organizations	\$100,000	\$ -
2.11	Aid to Tourism, Travel, or Hospitality	\$100,000	\$ -
2.12	Aid to Other Impacted Industries	\$3,700,000	\$ -
2.13	Other Economic Support		\$ -
2.14	Rehiring Public Sector Staff	\$2,600,000	\$ -
3.1	Education Assistance: Early Learning		\$ -
3.2	Education Assistance: Aid to High-Poverty Districts		\$ -
3.3	Education Assistance: Academic Services		\$ -
3.4	Education Assistance: Social, Emotional, and Mental Health Services		\$ -
3.5	Education Assistance: Other	\$4,000,000	\$ -
3.6	Healthy Childhood Environments: Childcare	\$6,000,000	\$ -

EC#	Expenditure Category Description	Planned Spending	Total Expenditures to Date
3.7	Healthy Childhood Environments: Home Visiting		\$ -
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System		\$ -
3.9	Healthy Childhood Environments: Other	\$225,000	\$ -
3.10	Housing Support: Affordable Housing	\$18,300,000	\$ -
3.11	Housing Support: Services for Unhoused Persons	\$8,000,000	\$ -
3.12	Housing Support: Other Housing Assistance	\$10,700,000	\$ -
3.13	Social Determinants of Health: Other	\$2,750,000	\$ -
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators		\$ -
3.15	Social Determinants of Health: Lead Remediation		\$ -
3.16	Social Determinants of Health: Community Violence Interventions	\$600,000	\$ -
4.1	Public Sector Employees		\$ -
4.2	Private Sector: Grants to Other Employers	\$3,000,000	\$ -
5.1	Clean Water: Centralized Wastewater Treatment		\$ -
5.2	Clean Water: Centralized Wastewater Collection and Conveyance		\$ -
5.3	Clean Water: Decentralized Wastewater		\$ -
5.4	Clean Water: Combined Sewer Overflows		\$ -
5.5	Clean Water: Other Sewer Infrastructure		\$ -
5.6	Clean Water: Stormwater		\$ -
5.7	Clean Water: Energy Conservation		\$ -
5.8	Clean Water: Water Conservation		\$ -
5.9	Clean Water: Nonpoint Source		\$ -
5.10	Drinking water: Treatment		\$ -
5.11	Drinking water: Transmission & Distribution		\$ -
5.12	Drinking water: Transmission & Distribution: Lead Remediation		\$ -
5.13	Drinking water: Source		\$ -
5.14	Drinking water: Storage		\$ -
5.15	Drinking water: Other water infrastructure		\$ -
5.16	Broadband: "Last Mile" projects		\$ -
5.17	Broadband: Other projects		\$ -
6.1	Provision of Government Services	\$25,900,000	\$ -
7.1	Administrative Expenses		\$ -
7.2	Evaluation and Data Analysis	\$500,000	\$ -
7.3	Transfers to Other Units of Government		\$ -
<b>TOTALS</b>		<b>\$ 115,540,000</b>	<b>\$ -</b>

## Project Inventory

The comprehensive project inventory, including name, a brief description, and specifications of evidence base for individual SLFRF programs, can be found in Appendix A.

### *Performance Report*

Key performance indicators have been defined for the major SLFRF funded projects, with a recognition that indicators may be refined as the City moves forward with implementation. Seattle’s approach to performance indicators builds on the culture of Results-Based Accountability (RBA), which many City departments use to evaluate performance. We have provided short- and medium-term outcomes for these programs in Appendix B.

Multiple CLFR programs work together to drive long-term outcomes such as an increase in public safety, advancing economic mobility in specific neighborhoods, and closing racial opportunity gaps. These long-term outcomes will be evaluated at a systems-level. Where possible, we will conduct quasi-experimental analysis (e.g., comparing specific outcomes in Census tracts where we did and did not fund interventions) to estimate the impact of the package of CLFR funding on communities.

### *Required Performance Indicators and Programmatic Data*

This section provides an overview of the mandatory performance indicators and programmatic data, as defined in the Coronavirus State and Local Fiscal Recovery Funds Compliance and Reporting Guidance. In each annual report moving forward, the City of Seattle will include updated data for the performance period as well as prior period data, and a brief narrative to provide context.

Metric	Completed to Date
<b>Household Assistance (EC 2.2 &amp; 2.5) and Housing Support (EC 3.10-3.12)</b>	
Number of people or households receiving eviction prevention services (including legal representation)	0
Number of affordable housing units preserved or developed	0
<b>Negative Economic Impacts (EC 2)</b>	
Number of workers enrolled in sectoral job training programs	0
Number of workers completing sectoral job training programs	0
Number of people participating in summer youth employment programs	0
<b>Education Assistance (EC 3.1-3.5)</b>	
Number of students participating in evidence-based tutoring programs	0
<b>Healthy Childhood Environments (EC 3.6-3.9)</b>	
Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5)	0
Number of families served by home visiting	0

## Looking Forward

Seattle is eager to learn from other jurisdictions and share our lessons through the CLFR investments. We support opportunities for peer learning related to the monitoring and evaluation of Coronavirus State and Local Fiscal Recovery Funds. We are eager to understand how information submitted through Recovery Plan Performance Reports will be disseminated to jurisdictions, and we look forward to learning about how and when the U.S. Department of the Treasury will select participants in national evaluation opportunities.

## Appendix A: Project Inventory

### Project 1: Summer Campus Activation

Funding amount: \$200,000

Project Expenditure Category:

- 2.10 Aid to Nonprofit Organizations
- 2.11 Aid to Tourism, Travel, or Hospitality

#### Project overview

- Program Description: This item will support summer and fall activation at the Seattle Center campus, including outdoor movies and other public events.
- Funding Disbursement: Seattle Center will utilize a mix of RFPs and existing contracts with our partners to spend these funds
- Disbursement Timeline: Seattle Center anticipates spending the funds throughout the Summer. Anticipating some delay in billing, we expect all funds will be spent by November 2021.

#### Use of Evidence

- This is not an evidence-based program.

#### Additional Information

**What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

The tourism and hospitality industries lost significant business opportunity and revenue from the pandemic, typically derived from attendance at events, travel, foot traffic, etc. Public health orders made most of the work in this industry nearly impossible to continue. In particular, the Governor's Stay Home, Stay Healthy order prohibited the most live events as a measure to keep residents safe from a contagious virus. Hesitancy remains among the community to re-engage in tourism and hospitality activities, even after vaccination. Thus, business activity in the tourism and hospitality industries remains slow to return.

This program would benefit a variety of groups of color. According to the National Women's Law Center, 23% of the leisure and hospitality workforce is Latina while 13% are black women. This is much higher than their representation in the overall workforce (8% and 7% respectively). Additionally, according to the Bureau of Labor Statistics, Hispanics/Latinos of all genders make up 24.1% of the labor workforce in this industry compared to just 17.6% of the overall workforce. These groups have been especially adversely impacted because of the nature of their businesses and the effect of the public health orders, as mentioned above.

**How does the program address the identified impact?**

This program will help to return business opportunity and revenue to small businesses in the tourism and hospitality industries by:

- Providing a venue for hosting live events
- Partnering with local nonprofit organizations to produce a series of events which will provide employment opportunities for their event staff

- Bringing back tourists, event attendees, and visitors—in other words, customers for tourism and hospitality businesses—to a major tourism and hospitality industry hub, Seattle Center
- Providing aid to businesses in the tourism and hospitality industries by contracting for their services for a series of live events aimed at attracting and spurring economic activity in those industries.

### Project 2: Seattle Rescue Plan (SRP) Measurement & Evaluation

Funding amount: \$175,000

Project Expenditure Category:

7.2 Evaluation and Data Analysis

#### Project overview

- Program Description: The Performance and Impact Evaluation and Affordable Seattle program will improve efficacy of City aid programs addressing negative economic impacts through use of data analysis, performance tracking, evaluation, targeted outreach, and streamlining access to City benefit programs via a unified application portal. Innovation and Performance Team will be executing this program, which includes hiring two data scientists to conduct performance and evaluation of City programs addressing negative economic impacts of the pandemic.
- Funding Disbursement: We intend to allocate funds by hiring for these positions.
- Disbursement Timeline: PDQ and hiring process in September, onboarding in October/November.

#### Use of Evidence

- Although this is itself not an evidence-based program, this will support our ability to conduct evaluations on our existing programs.

### Project 3: Affordable Seattle Product Management

Funding amount: \$100,000

Project Expenditure Category:

7.2 Evaluation and Data Analysis

#### Project overview

- Program Description: The Performance and Impact Evaluation and Affordable Seattle program will improve efficacy of City aid programs addressing negative economic impacts through use of data analysis, performance tracking, evaluation, targeted outreach, and streamlining access to City benefit programs via a unified application portal. Innovation and Performance Team will be executing this program, which includes hiring a product manager to lead the Affordable Seattle program, which will convene and lead an inter-departmental team to ensure coordination across City benefit programs and create and run a unified application portal for the City's various economic support programs, as well as some program costs
- Funding Disbursement: We intend to allocate funds by hiring for this position.

- Disbursement Timeline: TBD

Use of Evidence

- Although this is itself not an evidence-based program, this will support our ability to conduct evaluations on our existing programs.

Additional Information

**What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

This program helps to address the wide array of pandemic harms mentioned above by improving the efficacy of our aid programs and making it easier for participants to find and apply to all relevant programs. This will benefit Seattle residents and businesses who participate in the City's aid programs.

**How does the program address the identified impact?**

This program helps to address the wide array of pandemic harms mentioned above by improving the efficacy of our aid programs and making it easier for participants to find and apply to all relevant programs

[Project 4: Library Open Hours Restoration](#)

Funding amount: \$1,100,000

Project Expenditure Category:

2.14 Rehiring Public Sector Staff

Project overview

- Program Description: This item will restore Library operating hours to pre-pandemic levels. General Fund support for operating hours was reduced in the 2021 Adopted Budget to alleviate the revenue shortfall anticipated as a result of the COVID-19 public health emergency.
- Funding Disbursement: Personnel costs and staffing Library operations and public services with traditional recruitments for positions.
- Disbursement Timeline: Recruitment of 43 positions is underway. Staff expected to begin work September 2021.

Use of Evidence

- This is not an evidence-based project

## Project 5: Affordable Seattle Digital Service Development

Funding amount: \$225,000

Project Expenditure Category:

7.2 Evaluation and Data Analysis

### Project overview

- Program Description: Seattle IT in partnership with the City Budget Office (CBO) will implement the Affordable Seattle program. This program will improve efficacy of City aid programs addressing negative economic impacts by streamlining access to City benefit programs via a unified application portal. Innovation and Performance Team will be executing this program by hiring a product manager to lead the Affordable Seattle program, which will create and run a unified application portal for the City's various economic support programs, as well as some program costs. As part of the Affordable Seattle program, Seattle IT will provide 3.0 FTE to provide development, QA/QC, and technical assistance to the product manager and end-users.
- Funding Disbursement: We intend to allocate funds by hiring for these positions.
- Disbursement Timeline: PDQ and hiring process in September, onboarding in October/November.

### Use of Evidence

- Although this is itself not an evidence-based program, this will support our ability to conduct evaluations on our existing programs.

## Project 6: Digital Equity

Funding amount: \$500,000

Project Expenditure Category:

2.4 Household Assistance: Internet Access Programs

### Project overview

- Program Description: This item will fund digital equity programs such as the Technology Matching Fund, increasing affordable internet connectivity in high needs areas, or providing assistance to residents needing help with basic use of computers, internet, and online services and applications.
- Funding Disbursement: Distribution of grants to community-based organizations.
- Disbursement Timeline: Grants will be available in 2021. Funds expected to be spent by 2022.

### Use of Evidence

- This is not an evidence-based program.

### Project 7: Critical IT Needs – Telework Capability

Funding amount: \$2,450,000

Project Expenditure Category:

1.8 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

#### Project overview

- Program Description: This program enables Seattle IT to make investments in equipment, tools, and technology to enable City employees to telework remotely in response to the effects of the COVID-19 pandemic.
- Funding Disbursement:
  - Equipment: This funding will be used to support employees by upgrading devices needed to support remote and hybrid work models.
  - Labor: Funding will be spent on IT staff to help support critical IT infrastructure and support needs.
  - Software: Funding will be spent to improve the security and performance of the City's VPN infrastructure. This will take the form of multiple tools and solutions, as there are few options in the marketplace that meet all of the City's needs.
- Disbursement Timeline: We anticipate that spending will begin in 2021 and continue into 2022

#### Use of Evidence

- This is not an evidenced-based program

### Project 8: Critical IT Needs – Staffing

Funding amount: \$1,500,000

Project Expenditure Category:

2.14 Rehiring Public Sector Staff

#### Project overview

- Program Description: This program enables Seattle IT to make investments in staffing to enable City employees to telework remotely in response to the effects of the COVID-19 pandemic.
- Funding Disbursement: Funding will be spent on IT staff to help support critical IT infrastructure and support needs.
- Disbursement Timeline: Staff will be hired in 2021 and continue into 2022.

#### Use of Evidence

- This is not an evidenced-based program.

### Project 9: Security Funding

Funding amount: \$1,500,000

Project Expenditure Category:

1.8 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

### Project overview

- Program Description: This program enables Seattle IT to make investments in equipment, tools, and technology to enable City employees to telework remotely in response to the effects of the COVID-19 pandemic.
- Funding Disbursement: This funding will be disbursed through a combination of increased government staffing and direct contracts with vendors.
- Disbursement Timeline: Expenditures will be complete by 2022.

### Use of Evidence

- This is not an evidenced-based program.

### Project 10: Support Facility Safety and Provide Tenant Assistance

Funding amount: \$1,600,000

Project Expenditure Category:

1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency

### Project overview

- Program Description: This item provides support for enhanced cleaning of City buildings which will be needed when service centers and offices reopen. This item provides funding for updated signage, air filtration, space reconfiguration, and other supplies in City offices.
- Funding Disbursement: Seattle anticipates allocating funds by utilizing contracts, direct service, purchase of supplies and service, and to recover lost parking revenue.
- Disbursement Timeline: Primary use of the funds would be in Fall 2021 in preparation for reopening. Space reconfiguration would likely take more time to collaborate with departments.

### Use of Evidence

- This is not an evidenced-based program

### Project 11: Priority Hire

Funding amount: \$450,000

Project Expenditure Category:

2.7 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

### Project overview

- Program Description: This item provides additional funding to existing pre-apprenticeship programs, including wrap-around services and retention programs. Priority Hire puts people living in economically distressed communities to work on the City's construction projects, and provides worker supports to build construction careers. This funding supports some of the following services: pre-apprenticeship training, wrap-around services, childcare and worker

retention support. The purpose of the services is to create equitable outcomes for BIPOC, women and those living in economically distressed ZIP codes in the construction industry.

- Funding Disbursement: Funding disbursed via consultant contracts to support outreach, training and/or worker retention services. Funding supporting government staff positions will be administrative to help implement outreach, training and/or worker retention services. Funding will be competitively disbursed through RFPs, expanding the scope of existing contracts, and contracting directly for contracts.
- Disbursement Timeline: Scope to be developed in 2021-2022 with funding disbursed in in 2023-2024.

#### Use of Evidence

- This is not an evidenced-based program

#### Additional Information

#### **What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

The Priority Hire investments would address the following pandemic impacts: 1) unemployment, 2) negative economic impacts due to a worker's occupation or level of training and 3) a lack of access to support once placed in family wage careers for those most harmed by the pandemic, including BIPOC, women and those living in economically distressed areas. The COVID pandemic has disproportionately harmed these groups, and especially harmed communities of color in terms of health outcomes, employment, access to childcare, etc. BIPOC respondents, especially Black and Hispanic respondents.

Priority Hire benefits people who are unemployed, under employed or are working in low wage jobs during the pandemic. Priority Hire investments are targeted at individuals living in low-income communities (priority ZIP codes), BIPOC and women to prepare and support them in family wage construction careers.

#### **How does the program address the identified impact?**

This program will help provide immediate support to put BIPOC workers, women and residents of economically distressed areas to work in construction, and provides worker supports to build construction careers.

#### **Project 12: Seattle Promise**

Funding amount: \$4,000,000

Project Expenditure Category:

3.5 Education Assistance: Other

#### Project overview

- Program Description: This item provides support for equity-focused and data-driven enhancements to the Seattle Promise program, Seattle's program that offers two years of free community college to all Seattle public high school students. This funding also allows students to access Sumer school, to ensure that they can stay on track towards graduation.
- Funding Disbursement: Amending existing contract with Seattle Colleges. Establish new contracts with University of Washington and Washington State Opportunity Scholarship.

- Disbursement Timeline: Contracts are expected to be amended or entered into fall 2021 and will support students taking summer courses during 2021. A portion of funding supporting Seattle Colleges in the 2022-23 school year may not be committed until July 2022

Use of Evidence

- The Seattle Promise is an evidence-based program. Access to community college, particularly when coupled with supports has demonstrated to improve wages in adulthood and increase economic mobility. These additional supports will help students stay enrolled in school.

[Project 13: Childcare Wage Allotment](#)

Funding amount: \$3,000,000

Project Expenditure Category:

4.2 Private Sector: Grants to Other Employers

Project overview

- Program Description: This item provides funding to supplement the wages of childcare workers and other childcare provider staff in recognition of the essential service they have provided during the pandemic. Childcare workers and provider staff typically earn low wages, yet they have continued to put themselves at risk during the pandemic by providing in-person care to children and families, including care for children attending school online, thereby enabling parents and caregivers to participate in the workforce.
- Funding Disbursement: Direct contract.
- Disbursement Timeline: Fund disbursement will be completed by the end of 2021.

Use of Evidence

- This is not an evidenced-based program

[Project 14: Enhanced Maintenance](#)

Funding amount: \$1,050,000

Project Expenditure Category:

3.13 Social Determinants of Health: Other

Project overview

- Program Description: This proposal provides resources to safely support community use of public parks and open space including enhanced maintenance and custodial cleaning efforts (e.g., litter collection, comfort station cleaning visits, etc.) as these parks, community centers and other facilities are expected to see heavy use in spring, summer and early fall. Funds also support summer nighttime closures at Alki and Golden Gardens Beaches.
- Funding Disbursement: Seattle is utilizing temp and non-labor funding to augment park maintenance efforts.

- Disbursement Timeline: Funds to be spent by end of 2021

#### Use of Evidence

- There is a significant body of evidence that reinforces the positive outcomes of access to well-maintained and inviting green space. “Studies have repeatedly shown that the aesthetic appeal of places enhances the desirability of those places for walking among both children and adults. They also show higher levels of physical activity among children and adults in places perceived as pleasant.”<sup>12</sup> Seattle is investing in green space improvements through enhanced maintenance and activation in public parks. These enhancements will encourage more people to use the green space infrastructure which in turn increases physical activity which has long-term positive health impacts. Furthermore, Seattle is continuing investments in the Stay Healthy Streets program. Perceived safety from traffic is associated with the presence of sidewalks, footpaths, and pedestrian infrastructure. Young children are less likely to walk, and parents are less likely to have their children walk, in areas they perceive as exposed to, or unsafe from, vehicular traffic.<sup>13</sup> The Stay Healthy Streets program enhancements will likely have a positive impact on children activity levels.

#### Additional Information

##### **What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

BIPOC and other underserved communities are most impacted by this pandemic. Public health officials continue to highlight the increased safety of being outdoors in reducing the spread of COVID-19. Our public parks and open spaces provide a critical role in supporting safe places for BIPOC and other underserved communities to exercise, gather with friends and family and take respite.

##### **How does the program address the identified impact?**

Proximity to nature and access to open space is shown to positively impact many aspects of life and yet access to private open space (yards, balconies, patios) is disproportionate. Therefore, equitable access to safe and well-maintained public parks is critical to mitigate the burden to underserved communities. In addition to contributing to physical and emotional health, at this point in the pandemic recovery being outdoors also reduces the risk of COVID-19 transmission and equitable access should be a principal focus for when evaluating needs and dedicating resources for the community.

#### Project 15: Community Activation

Funding amount: \$500,000

Project Expenditure Category:

3.13 Social Determinants of Health: Other

#### Project overview

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<sup>12</sup> Active Living Research, “Creating places that promote physical activity: Perceiving is believing”, August 2015, [link](#).

<sup>13</sup> Active Living Research, “Creating places that promote physical activity: Perceiving is believing”, August 2015, [link](#).

- Program Description: This item will support expanded activation at parks that builds community by providing cultural and recreational activities in collaboration with community organizations, artists and small businesses as they rebuild after the pandemic.
- Funding Disbursement: All funding will go towards hiring temporary and non-labor government staff.
- Disbursement Timeline: Mostly in 2021 with some proportion of these funds carrying forward into 2022.

#### Use of Evidence

- This is not an evidenced-based program

#### Additional Information

#### **What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

This focus of this program is on those most impacted by the pandemic. The program will expand concierge services and increase buskers and other activations in parks most significantly impacted by the pandemic.

#### Project 16: Community Programming: Wading Pools, Childcare, Outdoor Recreation

Funding amount: \$1,600,000

Project Expenditure Category:

- 3.6 Healthy Childhood Environments: Childcare
- 3.13 Social Determinants of Health: Other

#### Project overview

- Program Description: This proposal provides resources to invest in community programming including scholarships for summer childcare, community center operations/programming, wading pools, and the Outdoor Mobile Recreation program.
- Funding Disbursement: All funding will go towards hiring temporary and non-labor government staff.
- Disbursement Timeline: Seattle plans to fully spend the budget by the end of 2021.

#### Use of Evidence

- There is a significant body of evidence that reinforces the positive outcomes of access to well-maintained and inviting green space. "Studies have repeatedly shown that the aesthetic appeal of places enhances the desirability of those places for walking among both children and adults. They also show higher levels of physical activity among children and adults in places perceived as pleasant."<sup>14</sup> Seattle is investing in green space improvements through enhanced maintenance and activation in public parks. These enhancements will encourage more people to use the green space infrastructure which in turn increases physical activity which has long-term positive

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<sup>14</sup> Active Living Research, "Creating places that promote physical activity: Perceiving is believing", August 2015, [link](#).

health impacts. Furthermore, Seattle is continuing investments in the Stay Healthy Streets program. Perceived safety from traffic is associated with the presence of sidewalks, footpaths, and pedestrian infrastructure. Young children are less likely to walk, and parents are less likely to have their children walk, in areas they perceive as exposed to, or unsafe from, vehicular traffic.<sup>15</sup> The Stay Healthy Streets program enhancements will likely have a positive impact on children activity levels.

### Additional Information

#### **What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

BIPOC and other underserved communities are most impacted by this pandemic. Public health officials are highlighting the increased safety of being outdoors in reducing the spread of COVID-19.

Nationwide, 2020 saw a 2.2 percent jump in outdoor participation translating to millions of additional participants who discovered the outdoors last year. Our public parks and open spaces provide a critical role in supporting safe places for BIPOC and other underserved communities to exercise, gather with friends and family and take respite. SPR's focus for community programming also supports safe play, safe water access and access to licensed childcare regardless of income.

#### **How does the program address the identified impact?**

Seattle Parks and Recreation is a leader in delivering vital services that advance physical and mental health for community members. Together these programs will provide a variety of recreation services beneficial to all communities, specifically low-income neighborhoods and neighborhoods hit hardest by the pandemic. This funding provides additional resources for SPR to expand participation in recreation services beyond what SPR's 2021 budget can sustain (including licensed childcare, outdoor recreation programming and wading pool services). Access to these safe public services is critical to marginalized minority groups, such as low-income, immigrant and new American, physical and cognitive disability, and LGBTQ+ communities, leaving them to feel safe and welcome in public parks and recreation spaces.

Community programming priorities are also intended to reduce the burden on BIPOC and other underserved communities. With federal funds, the Department will re-open recreation facilities more broadly and prioritize equity in the distribution of operations hours. Federal resources are allowing the department to plan and implement, accessible (free or low-cost) outdoor recreational programs, which would not be possible absent additional resources including allowing SPR to 11 operate wading pools in 2021. Site selection was made with equity at the forefront of the criteria. Please note that SPR will also operate spray parks, which were also installed with equity as a major criterion. This will mean that some areas of the city (primarily non-equity zones) will see less wading pool operating days than in previous years, but we felt it was important to channel limited resources toward equity zones.

Finally, the high cost of Covid-compliant childcare and economic impacts of this pandemic compounding longstanding systemic racism means scholarship spending is at a much faster rate than previous years. Using federal funds to supplement overburdened scholarship funds will allow the department to extend

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<sup>15</sup> Active Living Research, "Creating places that promote physical activity: Perceiving is believing", August 2015, [link](#).

support (and provide support at higher levels) to additional families for critical services like licensed childcare, as well as other fee-based recreational programs.

#### Project 17: Cultural Districts Recovery Grants

Funding amount: \$270,000

Project Expenditure Category:

2.12 Aid to Other Impacted Industries

##### Project overview

- Program Description: This item provides funding for direct financial assistance for arts and cultural organizations and businesses, other community organizations to provide COVID-related relief and facilities support.
- Funding Disbursement: Each designated Cultural District in Seattle would receive up to \$100,000 in direct funding, depending on their stated need.
- Disbursement Timeline: All funding will be disbursed by 2021.

##### Use of Evidence

- This is not an evidenced-based program

#### Project 18: Cultural Organization Reopening Grants

Funding amount: \$2,435,000

Project Expenditure Category:

2.12 Aid to Other Impacted Industries

##### Project overview

- Program Description: This program seeks to provide reopening funding for cultural organizations that have not had access to funding. Organizations will receive grants that allow them to re-hire staff, pay rent and utilities, cover the additional costs for COVID-19 safe protocols, and restart their in-person programming.
- Funding Disbursement: Direct grants to cultural organizations, administrative overhead to support grant disbursement.
- Disbursement Timeline: Contracts to be executed in 2021 with full spend down by 2022.

##### Use of Evidence

- This is not an evidenced-based program

#### Project 19: Technical Assistance Supporting Rehiring Cultural Workers

Funding amount: \$25,000

Project Expenditure Category:

2.7 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Project overview

- Program Description: This program centers the technical assistance requested by the arts and cultural sector to rehire artists and cultural workers, especially those who are representative of the communities who have been most impacted by COVID-19 (based on race, class, and industry), using a racial equity lens. This program would share-out via email, social media, web-content and webinar best practice guidance for the rehiring of artists and cultural workers, that centers their well-being, to arts and cultural organizations and creative businesses throughout the region. The majority of positions held by BIPOC artists and cultural workers were contract and seasonal positions that were the first to be cut and will be the last to be rehired due to COVID. This program addresses some of the systemic changes needed to ensure greater access and anti-racist work practices so that the cultural workers and artists, from communities most impacted by COVID-19, are prioritized in hiring as the arts and cultural sector starts to re-open.
- Funding Disbursement: Hiring additional government staff, direct contract with consultants and vendors, stipends for webinar panelists.
- Disbursement Timeline: Funding disbursed through 2022.

Use of Evidence

- This is not an evidenced-based program

[Project 20: Hope Corps: beLOVED](#)

Funding amount: \$270,000

Project Expenditure Category:

2.7 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Project overview

- Program Description: This program seeks to connect under and unemployed workers in the creative industries with career opportunities, specifically in areas that support and meet the public and civic needs of our times.
- Funding Disbursement: Direct contracts with community-based organizations and vendors.
- Disbursement Timeline: Contracting to begin in Fall 2021.

Use of Evidence

- This is not an evidenced-based program

[Project 21: Created Commons](#)

Funding amount: \$375,000

Project Expenditure Category:

2.12 Aid to Other Impacted Industries

Project overview

- Program Description: This item provides support for the Created Commons program which will employ artists to provide cultural performances and activate public spaces Downtown and in other neighborhoods.
- Funding Disbursement: Funding disbursed through direct contracts with community-based organizations and support and administration from government staff.
- Disbursement Timeline: Funding to be disbursed by the end of 2021.

Use of Evidence

- This is not an evidenced-based program

[Project 22: Port of Seattle](#)

Funding amount: \$1,000,000

Project Expenditure Category:

2.7 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Project overview

- Program Description: This item provides funding for a partnership with the Port of Seattle to provide youth employment and paid internship opportunities targeting BIPOC youth who are most underserved in our region between the ages of 16 to 24 years old. This funding will broaden the program to ensure that BIPOC organizations that provide culturally responsive pre-employment programming and support services with an emphasis on BIPOC youth or organizations that work with BIPOC youth qualify.
- Funding Disbursement: Direct contract with a community-based organization.
- Disbursement Timeline: Contracts executed early 2022.

Use of Evidence

- This is not an evidenced-based program

[Project 23: Digital Bridge](#)

Funding amount: \$300,000

Project Expenditure Category:

2.7 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

### Project overview

- Program Description: This appropriation focused on digital equity will provide computers and subsidized wi-fi to individuals disproportionately impacted by COVID-19. This plan includes distribution and digital literacy assistance that will enable them to access career services and training for reemployment.
- Funding Disbursement: Direct contract with a community-based organization.
- Disbursement Timeline: Funds to be spent and/or committed by end of 2021

### Use of Evidence

- This is not an evidenced-based program

### Project 24: Small Business Stabilization Fund

Funding amount: \$4,300,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

### Project overview

- Program Description: This investment provides one-time immediate cash grants and is complimentary to the Small Business Recovery Fund that will provide low-cost, long-term financing to small businesses.

The Small Business Stabilization Fund was created to provide emergency capital to businesses impacted by COVID-19 and the economic downturn that resulted from the public health crisis. This fund prioritizes small businesses located in areas of the city that are at risk of high-displacement, micro-enterprise businesses (5 employees or fewer), creative sector businesses, and other businesses that have experienced the greatest economic impact. To date, OED has provided \$10k grants to 826 small businesses, in addition to special stabilization grants that were awarded exclusively to restaurants and bars, resulting in an additional 647 grantees receiving \$3150 each at the height of the COVID-19 pandemic and business closures.

In this sixth round, OED will use a tiered granting approach to allocate funding, instead of only offering \$10k grants to every selected small business. Granting options in this round will include:

- *Micro Enterprise*
  - Size: 5 employees or less
  - Grant amount eligibility: \$5,000 to \$20,000
  - Revenue threshold: Net less than \$500k in 2019 and 2020
- *Small business*
  - Size: 5-50 employees
  - Grant amount eligibility: \$5,000 to \$20,000
  - Revenue threshold: Net less than \$2M in 2019 and 2020
- Funding Disbursement: Direct assistance in the form of grants to small businesses.

- Disbursement Timeline: Funds to be spent and/or committed by end of 2021

Use of Evidence

- This is not an evidenced-based program

Additional Information

**What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

Nationally and locally small businesses were directly impacted by the COVID health emergency and the economic downturn that continues to impact their ability to stay open and operate, employ workers, as well as their overall financial health. The Governor’s Stay Home, Stay Healthy order prohibited business ability to operate at full capacity, and for some industries their ability to operate at all, to help contain the spread of the deadly virus. Several critical harms that have been experienced by small businesses as the result of the pandemic and the public response to the crisis include but are not limited to:

- *Reduced foot traffic*: Storefront businesses such as small restaurants and retail depend heavily on foot traffic for their customer base and have been severely impacted by the extended closures and stay at home orders over the past 18 months. Additionally, the immediate pivot to remote working further eliminated customer bases and significantly reduced revenue for many restaurants, retail stores, food vendors and other small businesses, particularly those located in neighborhoods that rely on office workers. More than 18 months later, COVID-19 variants continue to delay return to office plans from major employers and have kept the public largely “at home”. For downtown neighborhoods like Pioneer Square, Chinatown-International District, Westlake/Pike Place, Belltown, and South Lake Union, the decline in tourism, travel, convention and special event cancellations in addition to the loss of office workers exacerbated the reduction of foot traffic and reliable customer base that support our hospitality, food service, and retail small businesses.
- *Revenue loss*: As of June 2021, small business revenue in the Seattle metropolitan area was 35 percent lower than in January 2020, just prior to the initial economic impacts of the COVID-19 pandemic.<sup>1</sup> According to an analysis of business operating expense data provided by small businesses in their applications to a city-led COVID relief program, the Office of Economic Development found that business-owners of color reported larger revenue losses than white business owners, and Latinx business owners reported larger losses than non-Latinx business owners.
- *Inequitable access to resources and technical assistance*: Nationally, small businesses in communities of color have had inequitable access to federal COVID-19 relief, according to analysis from Brookings. For example, “The PPP initially relied on traditional banks to deliver loans, which favored existing customers at large banks and disfavored microbusinesses (businesses with fewer than 10 employees), non-employer businesses, and Black- and Latino- or Hispanic-owned businesses (which all tend to be unbanked or underbanked).” Brookings research also found that racial and ethnic composition of neighborhoods is related to small businesses liquidity and profitability, and businesses in communities of color were already cash-constrained, unbanked or underbanked, the onset of the pandemic further delayed their ability to access necessary resources to survive. Treasury data shows that on average it took 31 days for small businesses in majority Black-zip codes to receive PPP loans—an average of seven days

longer than small businesses in majority White neighborhoods. According to a sample analysis of OED's past Small Business Stabilization grant applicants, OED found that business-owners of color reported receiving less COVID related financial support than white business owners. Here in Seattle, OED also recognized a significant gap for our micro-businesses (5 employees or less) and businesses owned by individuals whose primary language is not English, who had increased barriers to accessing the technical assistance necessary to stay open, pivot their operations, access resources like lease amendment supports, and access/apply /receive financial resources from the city, county, state, federal government and philanthropic partners.

- *Accelerated shift to E-commerce:* The pandemic resulted in a massive shift in consumer behavior, where convenience became a significant driver in behavior modifications in addition to local economy restrictions that reduced in person transaction opportunities. This behavior modification is expected to stay and will require small businesses to continue to adapt to an e-commerce driven economy. In Seattle, many small and BIPOC owned businesses were not able to quickly and easily adapt their businesses to respond to the immediate pivot to e-commerce operations. Challenges with ongoing impacts have included lack of websites and online commerce tools to fulfill online orders, disruption to supply chains, lack of technology, and lack in technological skillsets necessary for e-commerce and the new digital economy. Neighborhood efforts like Essential Southeast Seattle were a first step to get local businesses online and connected to customers that were unable to patron businesses in person due to stay at home orders, local restrictions, hesitancy to gather outside of personal residences, and consumer behavior changes. Pivoting to e-commerce operations and acquiring the technological tools necessary to do so is an added expense for many businesses that have experienced significant revenue loss and rising debt. For example, point of sale systems like Square can cost over \$800 plus ongoing fees per transaction. Another example of the impacts of shifting to an e-commerce dominated economy can be seen in the increased demand for food delivery that our local restaurants have had to navigate in addition to multiple economy closures impacting the capacity level at which they could operate. In April of 2020, the City instituted a 15% cap for food delivery commissions on third-party delivery parties, to stop and prevent these companies from over-charging small businesses trying to operate in a new reality. In order to truly stabilize, some small businesses will require additional financial resources to acquire and maintain the technology needed to operate in the new digital economy.
- *Extended economy closures:* Stay at home orders and other public health requirements have had significant but unequal impacts on small businesses across industries, size, location and ownership demographics. According to a report from the Federal Reserve, 95% of employer firms reported that the pandemic affected their operations, and 55% reported government mandates were affecting their business. This report also found that midway through the pandemic, 57% of employer firms reported fair or poor financial health, with firms owned by people of color (Asian=79%, Black=77%, Hispanic=66%. White=54%), smaller firms (1-4 employees=65%), and those in leisure and hospitality (80%) being in the worst condition. As Seattle's economy re-opened under the State's phased approach, certain small businesses—like our nightlife businesses—remained closed longer, qualified for nearly no local, state and federal emergency funding, and many had no alternative revenue streams nor the ability to pivot their operations (i.e., restaurants could utilize food delivery services to maintain a customer base) like other business models were able to do. As the economy has re-opened and consumer spending has begun to increase, data still shows spending on entertainment is down 10%, causing an ongoing financial impact to those businesses.

The SBSF aims to mitigate against these harms and support micro and small businesses with one-time funding that can help stabilize their cash flow in response to their unique needs and demonstrated financial losses. This fund will also benefit BIPOC business owners, businesses located in high displacement neighborhoods, and businesses that have had disproportionate financial loss as a result of the pandemic, consumer behavior changes, shift to and e-commerce dominated economy and public health mandated measures.

#### **How does the program address the identified impact?**

This program will help provide immediate support to small and micro businesses located in high displacement neighborhoods, owned by Black, Indigenous, and other People of color, and demonstrate disproportionate financial loss as a result of the pandemic. Eligible and selected businesses will receive cash grants in the amounts of \$5k-\$20k that can be used on operation expenses such as rent, wages, equipment, business services marketing, etc. Additionally, to provide holistic support, OED will connect businesses with other technical assistance support, assist businesses in becoming fully compliant if they are not compliant when selected, and connect businesses with neighborhood business organizations that can offer ongoing technical assistance support.

#### **Project 25: Small Business Recovery Fund**

Funding amount: \$3,200,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

#### ***Project overview***

- Program Description: To help small businesses recover from the negative economic impacts of the pandemic, OED will use CLFR funds as grants to lower the cost of small business loans provided by Community Development Financial Institutions (“CDFIs”). City CLFR funds will make the CDFI loans partially forgivable and, in some cases, will be used to lower interest costs. City funding will help more small businesses qualify for loans, access a larger amount of financing than stand-alone grants, and lower loan payments which will provide small businesses with the type of patient capital needed for the long recovery period. **No City CLFR funds will be used as loan capital. Instead, City CLFR funds will be used solely as companion grants to loans provided by CDFIs.** To qualify for this Small Business Recovery Fund, small businesses will be required to meet certain size criteria (at least 2 of 3 factors: no more than 50 full-time equivalent employees; does not exceed \$5 million annual gross revenue; and no more than 2 locations. Funding will also be prioritized for small businesses that have inequitable access to capital, including businesses meeting any of the following criteria: 51% owned by a Black, Indigenous, other Person of Color (“BIPOC”) individual; 51% owned by a woman; or Located in a census tract that is either high displacement risk (based on the Displacement Risk Index in the Seattle 2035 Growth and Equity Analysis) or a census tract categorized as highest or second-highest disadvantage on the City’s Racial and Social Equity Index. Small businesses will submit an online application describing their financing needs. OED will contract with CDFIs to evaluate each business applicant’s financial condition,

need for financing, and ability to borrow a loan. CLFR funds will be provided as grants to lower the cost of CDFI loans. Each business assisted will receive a CLFR grant in an amount covering 1/3 of the principal amount of the loan or \$25,000, whichever is less.

- Funding Disbursement:
  - Funding will be disbursed through direct contracts with Community Development Financial Institutions (“CDFIs”) that provide loans to small businesses.
  - Outreach and language services will be increased through a combination of increasing existing contracts and RFP for new contracts
- Disbursement Timeline: Funds to be spent and/or committed by end of 2021

Use of Evidence

- This is not an evidenced-based program

Additional Information

**What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

The Small Business Recovery Fund aims to mitigate against these harms and support small businesses with one-time grant funding that can help lower the costs of CDFI loans. Funding will help small businesses stabilize their cash flow in response to their unique needs and demonstrated financial losses. This fund will also benefit BIPOC business owners, businesses located in high displacement neighborhoods, and businesses that have had disproportionate financial loss as a result of the pandemic, consumer behavior changes, shift to and e-commerce dominated economy and public health mandated measures.

**How does the program address the identified impact?**

This program will help provide funding support to small businesses located in high displacement neighborhoods, owned by Black, Indigenous, and other People of color, and demonstrate disproportionate financial loss as a result of the pandemic. Eligible and selected businesses will receive cash grants in the amount up to \$25k that will lower the costs of loans provided by CDFIs. CDFIs under contract to OED will evaluate each business applicant’s financial condition, need for financing, and ability to borrow a loan. Financing can be used on operation expenses such as rent, wages, equipment, business services marketing, etc. Additionally, to provide holistic support, OED will connect businesses with other technical assistance support, assist businesses in becoming fully compliant if they are not compliant when selected, and connect businesses with neighborhood business organizations that can offer ongoing technical assistance support.

[Project 26: Technology Access](#)

Funding amount: \$580,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

Project overview

- Program Description: This funding will provide computers and subsidized wi-fi to individuals disproportionately impacted by COVID-19. This plan includes distribution and digital literacy assistance that will enable them to access career services and training for reemployment.
- Funding Disbursement: This funding will be disbursed through expansion of existing contracts as well as hiring new staff.
- Disbursement Timeline: Funds to be spent and/or committed by end of 2021.

Use of Evidence

- This is not an evidenced-based program

[Project 27: Financial Health - Accounting](#)

Funding amount: \$150,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

Project overview

- Program Description: The Financial Health – Accounting program will provide technical assistance to help small businesses manage and strengthen their financial systems. This is part of broader suite of resources that will help strengthen or establish businesses so they are better equipped to access capital and navigate a long and uncertain recovery ahead. The technical assistance will be provided through targeted contracts with consultants who will deliver general education/workshops and one on one consulting to small businesses. Subject matter includes but is not limited to the following areas of financial management expertise:
  - set up financial and accounting systems
  - best practices on preparing for and filing taxes
  - establishing and staying current on City and State licenses
  - understanding tax implications of different business entities
  - develop basic financial management plan
  - understand and improve credit score
- Funding Disbursement: Contracted consultants to provide direct service and lead instructional workshops/courses – contract with Accounting for Taste. Extending current contract or seeking additional contractors depending on capacity through RFQ.
- Disbursement Timeline: Funds to be spent and/or committed by end of 2021

Use of Evidence

- This is not an evidenced-based program

[Project 28: Small Business Technical Assistance – Small Business Navigation/Recovery Navigation](#)

Funding amount: \$ 150,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

### Project overview

- Program Description: This program will provide technical assistance to small businesses to assist with business planning needs. When small businesses have detailed questions about their recovery needs, the Recovery Navigation program will offer a one-stop resource known as the Recovery Navigator (provided by the Office Economic Development staff) for small businesses to get high level support on a broad range of recovery needs. This includes general guidance in understanding the City's permit and regulatory processes; business plan assistance in pivoting to new ways of doing business (e.g., streamlining operations, and growing new markets); and matchmaking services regarding the identification of incubator/pop-up locations and financing tools. This would expand upon OED's current support to food businesses on navigating permitting and regulatory issues to also include non-food businesses who need similar assistance in getting re-established.
- Funding Disbursement: Direct TA services provided by City staff using a web-based commercial property tracking tool to perform matchmaking services (identification of incubator, pop-up locations). Outreach and language services will be increased through a combination of expansion of existing contracts and RFP for new contracts
- Disbursement Timeline: Funds to be spent and/or committed by end of 2021

### Use of Evidence

- This is not an evidenced-based program

### Project 29: Small Business and Creatives Relief Program

Funding amount: \$120,000

Project Expenditure Category:

2.12 Aid to Other Impacted Industries

### Project overview

- Program Description: This item provides funding for direct financial assistance to individual small businesses and organizations impacted by COVID.
- Funding Disbursement: Direct contracts.
- Disbursement Timeline: By August 30.- Businesses and musicians selected. Funds dispersed as payments through Gigs 4 U per performance.

### Use of Evidence

- This is not an evidenced-based program

### Project 30: Legal Technical Assistance

Funding amount: \$500,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

Project overview:

- Program Description: Program funds will be used to provide information and template documents to help small businesses and nonprofits navigate the complex and difficult legal challenges brought forth by the COVID-19 pandemic, including lost revenues that have led to difficulties paying rent under commercial leases and rental agreements.
- Funding Disbursement: TBD
- Disbursement Timeline: TBD

Use of Evidence

- This is not an evidenced-based program

**Project 31: Empty Storefronts Activation**

Funding amount: \$500,000

Project Expenditure Category:

2.12 Aid to Other Impacted Industries

Project overview:

- Program Description: This program will contract with small businesses, artists, and creative to activate empty storefronts. Contracts will fund the transformation of underused spaces into retail and artists pop-ups.
- Funding Disbursement: TBD
- Disbursement Timeline: TBD

Use of Evidence

- This is not an evidenced-based program

**Project 32: Commercial Affordability**

Funding amount: \$2,000,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

Project overview

- Program Description: This item provides funding for commercial affordability support to small and micro-businesses.
- Funding Disbursement:
  - Commercial affordability projects will be selected through an RFP process with input provided by neighborhood business district partners.
  - Outreach and language services will be increased through a combination of increasing existing contracts and RFP for new contracts.
- Disbursement Timeline: Funds to be spent and/or committed by end of 2021

### Use of Evidence

- This is not an evidence-based program.

### Project 33: Neighborhood Economic Recovery Grants

Funding amount: \$5,500,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

### Project overview

- Program Description: This item will support community-led strategies to reignite the local economy and respond to the specific economic and community needs of neighborhoods across Seattle, with an intentional focus on racial equity. Grants will fund recovery strategies and activities such as:
  - Public and commercial space activations, like, outdoor seating, retail/vendor markets, public art displays, music events, community events and commercial space popups
  - Digital equity projects, such as neighborhood digital marketplaces for local small businesses
  - Communications infrastructure development, to create websites, social media platforms, and contact databases to circulate community news and resources, and share information about local businesses and events to spur economic and social activity within a neighborhood
  - Physical Improvements in Neighborhoods, such as lighting, sidewalk cleaning, murals, façade to improve the quality of a neighborhoods physical space for the benefit of businesses, residents, and visitors
  - Community safety projects, such as business block watches, and community organizing
  - Outreach to support businesses and connect them to technical assistance, support residents, and build partnerships between community organizations, service providers, etc., and
  - Other economic recovery projects that are specific to a particular neighborhood's needs
- Funding Disbursement: This investment will be distributed through direct grants to Business Improvement Area organizations (BIA) and other business district organization partners with existing relationships with the city. Additionally, a portion of this funding will be released through a public RFP to support community driven solutions from a broader range of eligible applicants that include business organizations, community organizations, cultural districts, cultural organizations, arts organizations, small businesses such as community event producers, artists, consultants, or a collection of individuals.
- Disbursement Timeline: RFP will be release in Fall 2021. Contracts for direct allocation expected to begin Fall 2021. All of the funding will be allocated by year end 2021.

### Use of Evidence

- This is not an evidenced-based program

### Additional Information

**What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

The Neighborhood Economic Recovery investments will benefit small businesses, workers, and residents through holistic neighborhood revitalization strategies, proposed by the community and existing neighborhood business district organization and partners, that address neighborhood challenges such as the reduction in foot traffic, business closures and vacant storefronts, inequitable access and distribution of resources and technical assistance, rapid shift to e-commerce, and public space vandalism and deterioration. Analysis conducted by a cross-departmental data team found that most of the neighborhoods classified as highest disadvantages on the Race and Social Equity Index also experienced the highest health and business impacts from the COVID pandemic. While all neighborhoods have experienced impacts from the pandemic, this program will target the largest investments to these highest impacted neighborhoods, and prioritizes proposals that focus support for BIPOC businesses and communities that have experienced disproportionate impacts from the pandemic.

**How does the program address the identified impact?**

Neighborhood business districts in Seattle are the heart of our neighborhoods and centers of community, commerce and culture. They are drivers of local economies, supporting local entrepreneurship, employment, and wealth creation and therefore a key driver of equitable economic recovery from the pandemic. OED has been in ongoing discussions with neighborhood partners about strategies for economic recovery in their neighborhoods. Neighborhood Economic Recovery projects will be community-based solutions which address the impacts that the COVID-19 pandemic and related public health measures had on neighborhoods and our local economy.

Applicants will be asked to describe COVID impacts in their neighborhood and how their proposal will address these impacts and help businesses and communities recover economically. Neighborhood Economic Recovery investments can support a variety of activities and projects that directly help businesses, communities and local economies recover from those impacts. For example:

1. Place-based investments to help restore foot traffic and support creative entrepreneurs would support strategies such as:
  - Public and commercial space activations, including but not limited to outdoor seating, retail/vendor markets, public art and music events, community events and commercial space popups
  - Neighborhood Physical Improvements, such as lighting, sidewalk cleaning, murals, façade, and other cleaning/beautification efforts
  - Community safety projects, such as business block watches, community organizing
2. Neighborhood-wide strategies and promotions to help businesses adapt and succeed in a digital economy, would support activities such as:
  - Digital equity projects, like establishing and enhancing neighborhood digital marketplaces
  - Communications infrastructure development, like websites, social media, and contact databases to promote community news and resources, and share stories of local businesses and events to the neighborhood at large (businesses, community groups, residents)
3. Connecting businesses to necessary resources through activities such as:
  - Outreach to support businesses and connect them with resources that meet their needs including technical assistance, federal, state, city and philanthropic resources

- Capacity building: to support and train district staff and volunteers (for business districts without full time staff) to assist business owners in navigating public and private sector resources and opportunities, in addition to serving as a partner to OED to highlight challenges and opportunities related to ongoing equitable economic recovery needs.
4. Other economic recovery projects that address specific neighborhood COVID impacts, i.e., community-based workforce projects, strategies to address vacant storefronts (incubators, pop-ups) and affordable commercial space projects that support BIPOC business owners are all investment solutions.

#### Project 34: Downtown Activation

Funding amount: \$700,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

#### Project overview

- Program Description:
  - Empty Storefront Activation: A total of \$200,000 will be used to contract with retail small businesses, artists and creatives to activate empty storefronts. Contracts will fund the transformation of underused spaces into retail and artist pop-ups. This funding will go toward the Empty Storefront Activation item described above.
  - Downtown Neighborhood Granting: Grant amounts totaling \$500,000 will be made via direct allocations to the Alliance for Pioneer Square, Belltown United, South Lake Union and the Uptown Alliance. These grants will be for the same purposes as the Neighborhood Economic Recovery Grants, but for the downtown neighborhood.
- Funding Disbursement: Combination of direct allocations and contracts.
- Disbursement Timeline: Funding will be disbursed by 2021.

#### Use of Evidence

- This is not an evidenced-based program

#### Project 35: Downtown Workforce Development

Funding amount: \$400,000

Project Expenditure Category:

2.7 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

#### Project overview

- Program Description: This program seeks to both increase the quality of hospitality jobs downtown and create supports to help BIPOC and vulnerable individuals find and qualify for those jobs. It will also support hospitality workers finding new living wage careers in other industries like healthcare, IT or Maritime.

- Funding Disbursement: Contracts with service providers.
- Disbursement Timeline: Funding will be disbursed by 2022.

Use of Evidence

- This is not an evidenced-based program

Project 36: Enhanced Diaper Distribution

Funding amount: \$225,000

Project Expenditure Category:

3.9 Healthy Childhood Environments: Other

Project overview

- Program Description: This item provides funding to diapers to families in need through a contract with an organization whose mission is to provide essential items to local children in need by collecting and distributing diapers, clothing, and equipment.
- Funding Disbursement: Direct contract with a community-based organization.
- Disbursement Timeline: Contract date to possibly start in Fall 2021 for immediate disbursement of resources with contract to end Spring 2022.

Use of Evidence

- This is not an evidenced-based program.

Project 37: Good Food Kitchens

Funding amount: \$690,000

Project Expenditure Category:

2.1 Household Assistance: Food Programs

Project overview

- Program Description: This item provides funding to contract with an organization that directly funds restaurants to prepare free meals to those in need, while supporting local farms and producers and building long-term local supply chain relationships.
- Funding Disbursement: Direct contract with a community-based organization.
- Disbursement Timeline: Contract date to begin in Fall 2021.

Use of Evidence

- This is not an evidenced-based program

Project 38: Childcare Facilities

Funding amount: \$5,000,000

Project Expenditure Category:

3.6 Healthy Childhood Environments: Child Care

Project overview

- Program Description: This item provides funding to the City of Seattle's Community Facilities/Childcare Bonus Programs which support development or expansion of childcare facilities.
- Funding Disbursement: This support will be disbursed via a competitive RFP process.
- Disbursement Timeline: RFP process early 2022 with all funds encumbered 2022 and disbursed by 2026.

Use of Evidence

- This provides the opportunity to increase the number of available childcare facilities, many of which are evidence-based programs.

[Project 39: Behavioral Health for Youth and Families](#)

Funding amount: \$600,000

Project Expenditure Category:

3.13 Social Determinants of Health: Other

Project overview

- Program Description: This investment provides mental health services for individuals, youth, families including mental health and behavioral services for individuals, youth and families. This includes services provided at emergency shelters and supportive housing.
- Funding Disbursement: Expansion of existing contracts. Funds will be allocated to current behavioral health contractors who have the capacity to administer additional services, reported increased service needs and/or will achieve performance commitment outcomes successfully.
- Disbursement Timeline: Funds will be contracted to agencies by the end of 2020.

Use of Evidence

- This is not an evidence-based program.

[Project 40: Gender Based Violence Response Services](#)

Funding amount: \$600,000

Project Expenditure Category:

3.16 Social Determinants of Health: Community Violence Interventions

Project overview

- Program Description: This item provides funding to support programs for survivors of gender-based violence, including at least \$85,000 for organizations which provide legal assistance for immigrant and refugee survivors of gender-based violence
- Funding Disbursement: Expansion contracts with existing grantees.
- Disbursement Timeline: Fully disbursed by the end of 2021.

Use of Evidence

- This is not an evidence-based program.

[Project 41: HSI Capacity Building](#)

Funding amount: \$2,300,000

Project Expenditure Category:

3.12 Housing Support: Other Housing Assistance

Project overview

- Program Description: This item provides funding for homelessness service providers to build capacity in their programs to ensure support of high-acuity clients, long-term stability of organizations and higher achievement of performance outcomes.
- Funding Disbursement: Direct contract with community-based organizations.
- Disbursement Timeline: Timing dependent on regional planning strategy.

Use of Evidence

- This is not an evidence-based program.

[Project 42: Additional Diversion](#)

Funding amount: \$1,300,000

Project Expenditure Category:

3.11 Housing Support: Services for Unhoused Persons

Project overview

- Program Description: This item provides diversion funding for those persons experiencing homelessness. Diversion support is light-touch, individualized support and cash assistance to help individuals and families avoid entrance into shelter. Case managers work with individuals and families to identify immediate, alternative housing arrangements, and if necessary, connect them with services and financial assistance to obtain housing.
- Funding Disbursement: Funds will be contracted through a combination of direct allocation to existing providers and through a regional centralized diversion funding pool.
- Disbursement Timeline: Fund distribution and implementation will need to align with regional implementation plan and community priorities.

Use of Evidence

- This is an evidence-based program. Diversion has been demonstrated to be a successful method at preventing people from entering the homeless service system. A Building Changes pilot in Washington State found “about half of the 1,898 families that pursued Diversion found safe housing quickly, averting the need for costlier interventions. Among the families successfully housed through Diversion, the vast majority did not return to homelessness within a year.”<sup>16</sup>

#### Project 43: Increase Rapid Rehousing (RRH)

Funding amount: \$6,700,000

Project Expenditure Category:

3.11 Housing Support: Services for Unhoused Persons

##### Project overview

- Program Description: This item provides funding for rapid rehousing programs.
- Funding Disbursement: Funds will be contracted through a combination of direct allocation to existing providers and through a regional centralized diversion funding pool.
- Disbursement Timeline: Fund distribution and implementation will need to align with regional implementation plan and community priorities.

##### Use of Evidence

- This is an evidence-based program. A comprehensive review of rapid rehousing found that it is a strategy that helps families exit from shelter quickly and has a low rate of return to homelessness. This strategy is found to positively increase income.<sup>17</sup>

#### Project 44: Enhanced Shelter and Outreach

Funding amount: \$7,500,000

Project Expenditure Category:

3.12 Housing Support: Other Housing Assistance

##### Project overview

- Program Description: This item provides funding to support non-congregate shelter and intensive support services for chronically homeless individuals.
- Funding Disbursement: Funds will be contracted through direct allocation to existing providers and new contracts with community-based organizations.
- Disbursement Timeline: Fund distribution and implementation will need to align with regional implementation plan and community priorities but expected to be disbursed by 2022.

##### Use of Evidence

- This is not an evidence-based program.

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<sup>16</sup> Building Changes, “Homelessness to Housed in a Hurry”, April 2018, [link](#).

<sup>17</sup> The Urban Institute, “Rapid Re-Housing – What the Research Says”, June 2015, [link](#).

### Project 45: Safe Lots (RV/ Vehicles)

Funding amount: \$500,000

Project Expenditure Category

3.12 Housing Support: Other Housing Assistance

#### Project overview

- Program Description: This item provides funding to support a six-month pilot to serve people experiencing homelessness who are living in recreational vehicles (RVs), such as a staffed safe parking lot, case management to move those living in RVs into permanent housing, services to meet the basic needs of RV residents utilizing the safe lot, or RV storage for households that accept housing or shelter placements. At least a portion of the funds are intended to support storage of RVs for households experiencing homelessness who accept housing or shelter placements.
- Funding Disbursement: Funds will be contracted through a combination of direct allocation to existing providers and/or new contracts awarded via a competitive RFP.
- Disbursement Timeline: Fund distribution and implementation will need to align with regional implementation plan and community priorities.

#### Use of Evidence

This is not an evidence-based program.

### Project 46: Tiny Home Villages

Funding amount: \$400,000

Project Expenditure Category:

3.12 Housing Support: Other Housing Assistance

#### Project overview

- Program Description: This item provides funding to increase resources to support the operation, maintenance, and services for new tiny house villages. These funds will be provided in concert with \$2 million for tiny home villages in the State 2021-2023 Capital Budget and unspent appropriations from Council Budget Actions HOM-008-B-002 and HOM-009-B-002 in the 2021 Adopted Budget to ensure that initial operational funds are available to establish more than three tiny home villages supported by the State's capital funding.
- Funding Disbursement: Funds will be contracted through a combination of direct allocation to existing providers and/or new contracts awarded via a competitive RFP.
- Disbursement Timeline: Fund distribution and implementation will need to align with regional implementation plan and community priorities.

#### Use of Evidence

- This is an emerging policy area. Although there have not been any rigorous evaluations of the tiny home program, there are some case studies that indicate tiny home villages can be opportunities to implement permanent supportive housing.
- Seattle will explore this strategy for a possible program evaluation.

## Project 47: Multifamily Housing Acquisition Capital

Funding amount: \$16,300,000

Project Expenditure Category:

3.10 Housing Support: Affordable Housing

### Project overview

- Program Description: These funds will support the acquisition of buildings and/or land to create new affordable housing units for those facing or at risk of homelessness. This investment will support approximately 400 new units disproportionately benefitting people of color and people from historically disadvantaged communities. In addition, property may be acquired by historically underrepresented communities harmed by racially discriminatory policies such as redlining.
- Funding Disbursement: We will allocate the funds via a Notice of Funding Availability, an award and a financial closing with loans, promissory notes, regulatory agreements, and deeds of trust in adherence with our existing funding policies.
- Disbursement Timeline: We hope to publish the NOFA in July with the first round of applications due July 28th, and then make awards on a rolling basis through the summer and fall until all funds are awarded. We anticipate full spend-down by the end of 2021.

### Use of Evidence

- Although the acquisition of capital is not itself an evidence-based policy, it is a key piece in many of our evidence-based programs serving low-income people who are at risk of homelessness.

### Additional Information

#### **What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

The pandemic exacerbated the affordable housing crisis. It disproportionately impacted people of color and low-income residents, who are also disproportionately represented among the population facing or at risk of homelessness. This program will benefit low-income people who are at risk of homelessness, and who are predominately under 30% of the Area Median Income.

#### **How does the program address the identified impact?**

The program addresses the impact by creating new affordable units to house the affected population.

## Project 48: Capacity Building for Housing Providers

Funding amount: \$2,000,000

Project Expenditure Category:

3.10 Housing Support: Affordable Housing

### Project overview

- Program Description: This program will provide financial assistance to non-profit affordable housing organizations that have been negatively impacted by the pandemic. The pandemic impacted non-profit affordable housing providers through a combination of decreased fundraising revenue, decreased rental income, and increased expenses related to COVID prevention. The program will directly benefit these agencies, and financially stabilizing these agencies will in turn benefit the people they serve. Tenants served by recipient organizations are low-income and represent a population that has been disproportionately impacted by the pandemic. Funds will support capacity building and stabilization efforts to ensure that organizations can continue to operate effectively through the COVID-19 recovery.
- Funding Disbursement: Allocation of funds through a contract with each selected agency. A unique scope of work will be established for each contract based on the data provided in the agency's application for funds. Funds awarded through a competitive Request for Proposal (RFP) process.
- Disbursement Timeline: Seattle plans to issue the RFP in August and make award decisions in September. The disbursement schedule of funds will be determined based on each contract's scope of work

### Use of Evidence

- This is not an evidenced-based program.

### Additional Information

#### **What is the pandemic impact/harm that the program addresses? Whom does the program benefit? Were they disproportionately impacted by the pandemic?**

The pandemic impacted non-profit affordable housing providers through a combination of decreased fundraising revenue, decreased rental income, and increased expenses related to COVID prevention. The program will directly benefit these agencies, and financially stabilizing these agencies will in turn benefit the people they serve. Tenants served by recipient organizations are low-income and represent a population that has been disproportionately impacted by the pandemic.

#### **How does the program address the identified impact?**

This program addresses the impact by stabilizing housing providers to ensure they can continue serving low-income tenants, who are disproportionately people of color and people representing disadvantaged communities. Strengthening these agencies will improve service to their tenants.

## Project 49: Stay Healthy Streets (SHS) – Capital

Funding amount: \$1,875,000

Project Expenditure Category:

1.8 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

### Project overview

- Program Description: This proposal would fund the necessary work to make permanent the current temporary "Stay Healthy Streets" program. This work would include permanent signage and minor modifications to greenways.
- Funding Disbursement: TBD
- Disbursement Timeline: TBD

### Use of Evidence

- There is a significant body of evidence that reinforces the positive outcomes of access to well-maintained and inviting green space. "Studies have repeatedly shown that the aesthetic appeal of places enhances the desirability of those places for walking among both children and adults. They also show higher levels of physical activity among children and adults in places perceived as pleasant."<sup>18</sup> Seattle is investing in green space improvements through enhanced maintenance and activation in public parks. These enhancements will encourage more people to use the green space infrastructure which in turn increases physical activity which has long-term positive health impacts. Furthermore, Seattle is continuing investments in the Stay Healthy Streets program. Perceived safety from traffic is associated with the presence of sidewalks, footpaths, and pedestrian infrastructure. Young children are less likely to walk, and parents are less likely to have their children walk, in areas they perceive as exposed to, or unsafe from, vehicular traffic.<sup>19</sup> The Stay Healthy Streets program enhancements will likely have a positive impact on children activity levels.

## Project 50: Safe Starts

Funding amount: \$300,000

Project Expenditure Category:

2.9 Small Business Economic Assistance (General)

### Project overview

- Program Description: This item funds the costs associated with "Safe Starts" outdoor dining and retail permits and other public space permits to support recovery, allowing Seattle Department of Transportation (SDOT) to offer these permits at no cost to businesses for 2021.
- Funding Disbursement: TBD
- Disbursement Timeline: TBD

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<sup>18</sup> Active Living Research, "Creating places that promote physical activity: Perceiving is believing", August 2015, [link](#).

<sup>19</sup> Active Living Research, "Creating places that promote physical activity: Perceiving is believing", August 2015, [link](#).

Use of Evidence:

- This is not an evidence-based program.

Project 51: Stay Healthy Streets (SHS) – Operations

Funding amount: \$625,000

Project Expenditure Category:

1.8 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Project overview

- Program Description: This proposal would fund the necessary work to make permanent the current temporary "Stay Healthy Streets" program. This work would include permanent signage and minor modifications to greenways. This represents the operational costs of Project #49 (capital costs).
- Funding Disbursement: TBD
- Disbursement Timeline: TBD

Use of Evidence

- There is a significant body of evidence that reinforces the positive outcomes of access to well-maintained and inviting green space. "Studies have repeatedly shown that the aesthetic appeal of places enhances the desirability of those places for walking among both children and adults. They also show higher levels of physical activity among children and adults in places perceived as pleasant."<sup>20</sup> Seattle is investing in green space improvements through enhanced maintenance and activation in public parks. These enhancements will encourage more people to use the green space infrastructure which in turn increases physical activity which has long-term positive health impacts. Furthermore, Seattle is continuing investments in the Stay Healthy Streets program. Perceived safety from traffic is associated with the presence of sidewalks, footpaths, and pedestrian infrastructure. Young children are less likely to walk, and parents are less likely to have their children walk, in areas they perceive as exposed to, or unsafe from, vehicular traffic.<sup>21</sup> The Stay Healthy Streets program enhancements will likely have a positive impact on children activity levels.

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<sup>20</sup> Active Living Research, "Creating places that promote physical activity: Perceiving is believing", August 2015, [link](#).

<sup>21</sup> Active Living Research, "Creating places that promote physical activity: Perceiving is believing", August 2015, [link](#).

## Project 52: Revenue Replacement

Funding amount: \$25,900,000

Project Expenditure Category:

6.1 Revenue Replacement – Provision of Government Services

### Project overview

- Program Description: Seattle will be using \$25 million in revenue replacement to provide a new round of cash assistance through the Seattle Disaster Relief Fund. The intended recipients of the new round of cash assistance are low-income families of Seattle, with an emphasis on communities disproportionately impacted by COVID-19, including immigrant and refugee families and by Black, Latinx, Indigenous, and other communities of color, and workers in the creative industry.
- Funding Disbursement: TBD
- Disbursement Timeline: TBD

### Use of Evidence:

- This is not an evidence-based program.

## Appendix B: Performance Report

Seattle CLFR Project Metrics	
<b>Project 1: Summer Campus Activation</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ Number of programs offered</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Levels of activation</li> <li>▪ Attendance estimates</li> <li>▪ Surrogate revenue measures (parking receipts, food sale receipts)</li> </ul>
<b>Project 2: CLFR Measurement &amp; Evaluation</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of evaluation engagements with departments</li> <li>▪ Development of communities of practice</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # program evaluations executed</li> <li>▪ Departments engaging in communities of practice</li> <li>▪ Departments implementing Active Contract Management</li> </ul>
<b>Project 3: Affordable Seattle Product Management</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # programs available through Affordable Seattle</li> <li>▪ # of community-based organizations (CBOs) and staff onboarded</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # monthly users (disaggregated by race, ethnicity, zip code)</li> <li>▪ Length of time to complete an application</li> <li>▪ # of users applying to multiple programs in one session (avg. # of programs applied)</li> <li>▪ Users rate experience positively</li> </ul>
<b>Project 4: Library Open Hours Restoration</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ Restore library hours to pre-pandemic hours</li> <li>▪ Rehire staff positions for those eliminated due to the pandemic</li> <li>▪ Increase library hours to proposal in 2019 levy</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of hours libraries are open</li> <li>▪ # of staff</li> <li>▪ # of visitors to library during new hours</li> </ul>
<b>Project 5: Affordable Seattle Digital Service Development</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of programs available through Affordable Seattle with seamless functionality</li> <li>▪ # of functionality enhancements</li> <li>▪ Development of enhanced functionality</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # monthly users</li> <li>▪ % of incidents resolved within service level targets</li> <li>▪ % of application enhancement requests fulfilled within service level targets</li> </ul>

## Seattle CLFR Project Metrics

<b>Seattle CLFR Project Metrics</b>	
<b>Project 6: Digital Equity</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # Service hours provided by Digital Navigators</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # Residents served by Digital Navigators</li> <li>▪ # Devices distributed</li> <li>▪ # Residents receiving digital literacy training</li> <li>▪ # Residents connected via free Wi-Fi</li> <li>▪ # Free Wi-Fi connections</li> </ul>
<b>Project 7: Critical IT Needs – Telework Capacity</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 8: Critical IT Needs – Staffing</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 9: Security Funding</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 10: Support Facility Safety and Provide Tennant Assistance</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 11: Priority Hire</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of job readiness training students</li> <li>▪ # of pre-apprenticeship students</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of new BIPOC workers, women, and residents of economically areas into construction pre-apprenticeship, apprenticeship and jobs, and their retention in the industry</li> </ul>
<b>Project 12: Seattle Promise</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ Students counts</li> <li>▪ Tuition support</li> <li>▪ Equity scholarships disbursed</li> <li>▪ Student-staff ratios</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Enrollment levels including re-entry and extended support beyond 2 years</li> <li>▪ College preparation</li> <li>▪ College persistence</li> </ul>
<b>Project 13: Childcare Wage Allotment</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # people who apply for and receive assistance</li> <li>▪ % of eligible people who apply for assistance</li> </ul>

## Seattle CLFR Project Metrics

<b>Seattle CLFR Project Metrics</b>	
<b>Project 14: Enhanced Maintenance</b>	
<p><u>Activities</u></p> <ul style="list-style-type: none"> <li>▪ Labor hours and work orders for SPR maintenance activities</li> <li>▪ Number of filled vacant maintenance positions and supplemental temporary employees for peak season maintenance</li> </ul>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>▪ # of people using park facilities</li> <li>▪ # of people attending activation events</li> </ul>
<b>Project 15: Community Activation</b>	
<p><u>Activities</u></p> <ul style="list-style-type: none"> <li>▪ Types of activations</li> <li>▪ Park activation hours</li> <li>▪ Leveraged resources</li> </ul>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>▪ Participation</li> <li>▪ Number of permits reduced (number of permits with a reduced fee)</li> <li>▪ Amount of reduction</li> </ul>
<b>Project 16: Community Programming: Wading Pools, Childcare, Outdoor Recreation</b>	
<p><u>Activities</u></p> <ul style="list-style-type: none"> <li>▪ Wading pools metrics: Days of operation</li> </ul>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>▪ Childcare Scholarships metrics: total childcare participation and scholarship utilization</li> <li>▪ Wading pools metrics: Days of operation; participation</li> <li>▪ Outdoor Recreation (Rec N' the Streets) metrics: participation and customer satisfaction</li> </ul>
<b>Project 17: Cultural District Recovery Grants</b>	
<p><u>Activities</u></p> <ul style="list-style-type: none"> <li>▪ Number of grants distributed</li> </ul>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>▪ Cultural square footage by district stabilizes or increases year over year</li> <li>▪ Artists stabilize and/or grow their ability to present work to the public</li> <li>▪ # of BIPOC artists and cultural orgs stabilizes/increases</li> </ul>

## Seattle CLFR Project Metrics

### ***Project 18: Cultural Organizations Reopening Grants***

Activities

- Cultural organizations that have not had access to funding are able to receive grants that allow them to re-hire staff, pay rent and utilities, cover the additional costs for COVID-19 safe protocols

Indicators

- Cultural organizations that have not had access to funding restart their in-person programming
- #/% of new and returning employees rehired
- Perceived optimism in the future
- Foot traffic in downtown corridors
- Surrogate revenue measures (parking receipts, food sale receipts)

### ***Project 19: Technical Assistance Supporting Rehiring Cultural Workers***

Activities

- # of webinars, emails, social media, and web content

Indicators

- Increase in representation of BIPOC artists and cultural workers
- 80-100% of community advisors, contract staff implementing program represent the communities most impacted by COVID
- # and positive response of people who attend/view the webinar
- # of unique web downloads and/or reshares
- Higher % of BIPOC artists and cultural workers hired

### ***Project 20: Hope Corps: beloved***

Activities

- Number of programs offered

Indicators

- # of creative workers employed
- # of hours of gainful employment
- Reported administrative capacity increase by media partners
- Reported confidence by participants in increased workforce participation
- # of employees segmented by race, gender, geography
- Employee's self-report of skills/knowledge gained or advanced
- Increased take home pay
- Growth in employee job networks

## Seattle CLFR Project Metrics

<b>Seattle CLFR Project Metrics</b>	
<b>Project 21: Created Commons</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ Number of programs offered</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of artists employed, disaggregated by race</li> <li>▪ # of community partners engaged</li> <li>▪ # of participants from the public</li> <li>▪ Qualitative feedback from attendees</li> <li>▪ Attendance estimates per site</li> <li>▪ Surrogate revenue measures (parking receipts, food sale receipts)</li> </ul>
<b>Project 22: Port of Seattle</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 23: Digital Bridge</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 24: Small Business Stabilization Fund</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of businesses served</li> <li>▪ Demographics of businesses served</li> <li>▪ # of businesses that access in-language services</li> <li>▪ # of businesses per council district</li> <li>▪ # of businesses per industry</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # jobs retained</li> <li>▪ # of people hired</li> <li>▪ Direction of income</li> </ul>
<b>Project 25: Small Business Recovery Fund</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of businesses served</li> <li>▪ Demographics of businesses served</li> <li>▪ # of businesses that access in-language services</li> <li>▪ # of businesses per council district</li> <li>▪ # of businesses per industry</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of businesses that remain open</li> <li>▪ # of businesses that increase revenue</li> <li>▪ # of businesses that increase number of FTE jobs</li> </ul>
<b>Project 26: Technology Access</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of businesses that begin each program</li> <li>▪ % of businesses that complete the program</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of businesses still using the product delivered six months later</li> </ul>

## Seattle CLFR Project Metrics

<b>Seattle CLFR Project Metrics</b>	
<b>Project 27: Financial Health – Accounting</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of businesses served</li> <li>▪ Demographics of businesses</li> <li>▪ # of businesses who respond that they implemented recommendations and feel more confident about their financial wellbeing</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪</li> </ul>
<b>Project 28: Small Business Technical Assistance – Small Business Navigation/Recovery Navigation</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of businesses served</li> <li>▪ Demographics of businesses served</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of businesses obtaining a permit</li> <li>▪ # of businesses reporting an increase in revenue</li> <li>▪ # of businesses reporting an increase in FTE jobs</li> </ul>
<b>Project 29: Small Business and Creatives Relief Program</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of pairings of artists and businesses</li> <li>▪ # of performances completed</li> <li>▪ # of artists paid and amounts</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Satisfaction of businesses and artists</li> <li>▪ Perceived or actual increased sales numbers/foot traffic numbers as reported by the business</li> </ul>
<b>Project 30: Legal Technical Assistance</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 31: Empty Storefronts Activation</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 32: Commercial Affordability</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of businesses receiving financing</li> <li>▪ Demographics of businesses</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of businesses expressing satisfaction with financing</li> <li>▪ # of businesses reporting an increase in revenue</li> <li>▪ # of businesses reporting an increase in FTE jobs</li> </ul>

## Seattle CLFR Project Metrics

<b>Seattle CLFR Project Metrics</b>	
<b>Project 33: Neighborhood Economic Recovery Grants</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # and \$ of grants</li> <li>▪ # of neighborhoods supported</li> <li>▪ # of activations</li> <li>▪ # of public space improvement projects</li> <li>▪ # cleaning hours</li> <li>▪ # of businesses touched</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of businesses that stay open</li> <li>▪ # of businesses that reopen with support</li> </ul>
<b>Project 34: Downtown Activation</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of events held</li> <li>▪ # businesses participating in Welcome Back Weeks</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Increase in downtown foot traffic</li> <li>▪ # businesses opening back up or returning to normal hours</li> <li>▪ # of out of work creatives employed to participate in Welcome Back Weeks</li> </ul>
<b>Project 35: Downtown Workforce Development</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 36: Enhanced Diaper Distribution</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of diapers distributed</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Families who need diapers will receive diapers</li> <li>▪ Families are able to engage with other resources</li> <li>▪ Client demographics including race/ethnicity, zip code, homeless status, # of children in diapers, and how many diapers received</li> </ul>
<b>Project 37: Good Food Kitchens</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ Types of meals served and why that meal was selected</li> <li>▪ What farms restaurants received food from</li> <li>▪ How are people accessing the meals</li> <li>▪ # of meals distributed</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Demographics of people served</li> <li>▪ Zip codes where meals are served</li> </ul>
<b>Project 38: Childcare facilities</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of applications for assistance</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of new spaces created</li> <li>▪ # of jobs generated by ability of people to go back to work</li> </ul>

## Seattle CLFR Project Metrics

<b>Project 39: Behavioral Health for Youth and Families</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of Youth, young adults and their families enrolling in and receiving individual mental health counseling services including telehealth services</li> <li>▪ # of Seattle youth receiving Suicide Prevention for Students Training and Education, etc.</li> <li>▪ Behavioral health providers meet share best practices, learnings, or efficiencies through monthly status report</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of Youth achieving one or more treatment objective</li> <li>▪ Disaggregation by demographics</li> </ul>
<b>Project 40: Gender-Based Violence Response Services</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of people receiving services</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Quantitative and qualitative metrics to be collected through monthly/quarterly grantee reports.</li> </ul>
<b>Project 41: HSI Capacity Building</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 42: Additional Diversion</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ \$ of diversion funding distributed</li> <li>▪ # of families/individuals who receive diversion assistance</li> <li>▪ Length of time between request and receipt of assistance</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Individuals and families do not enter into homelessness</li> <li>▪ Individuals and families maintain housing for a year</li> </ul>
<b>Project 43: Increased Rapid Rehousing</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # households served by the program</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # households exiting the program into permanent housing</li> <li>▪ # households maintaining housing</li> <li>▪ # households who do not return to homelessness within six months of exit</li> </ul>

## Seattle CLFR Project Metrics

<b>Seattle CLFR Project Metrics</b>	
<b>Project 44: Enhanced Shelter and Outreach</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # households served by the program</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # households exiting the program into permanent housing</li> <li>▪ # households maintaining housing</li> <li>▪ # households who do not return to homelessness within six months of exit</li> </ul>
<b>Project 45: Safe Lots (RV/Vehicles)</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # households served by the program</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # households exiting the program into permanent housing</li> <li>▪ # households maintaining housing</li> <li>▪ # households who do not return to homelessness within six months of exit</li> </ul>
<b>Project 46: Tiny Home Villages</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ Number of temporary units created</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ % of households enrolled exit to permanent housing</li> <li>▪ % of shelter units occupied</li> <li>▪ % of homeless households that exit to permanent housing and do not return to homelessness within six months</li> <li>▪ Disaggregation by demographics</li> </ul>
<b>Project 47: Multifamily Housing Acquisition Capital</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ Contracts are executed</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of new units acquired</li> <li>▪ # of families that move into units</li> </ul>
<b>Project 48: Capacity Building for Housing Providers</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ The scope of work established in each contract is achieved</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ Housing stability for tenants who are disproportionately people of color, as demonstrated by occupancy rates holding steady at recipient agencies</li> <li>▪ Increase in capacity</li> </ul>

## Seattle CLFR Project Metrics

<b>Seattle CLFR Project Metrics</b>	
<b>Project 49: Stay Health Streets – Capital</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of city blocks/miles transitions to Stay Health Streets</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of daily users</li> <li>▪ # of Stay Health Streets by neighborhood</li> <li>▪ % of Seattle residents who live within one mile of Stay Healthy Street</li> <li>▪ % of Seattle land area that is public space</li> </ul>
<b>Project 50: Safe Starts</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ TBD</li> </ul>
<b>Project 51: Stay Healthy Streets -- Operations</b>	
<u>Activities</u> <ul style="list-style-type: none"> <li>▪ # of city blocks/miles transitions to Stay Health Streets</li> </ul>	<u>Indicators</u> <ul style="list-style-type: none"> <li>▪ # of daily users</li> <li>▪ # of Stay Health Streets by neighborhood</li> <li>▪ % of Seattle residents who live within one mile of Stay Healthy Street</li> <li>▪ % of Seattle land area that is public space</li> </ul>