



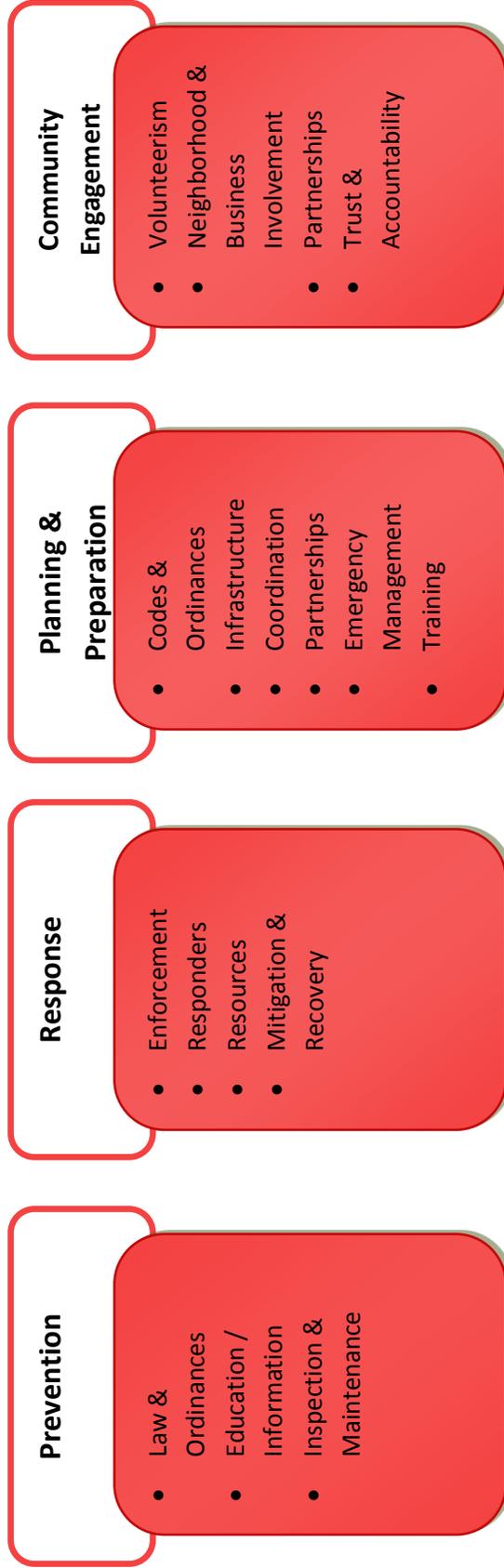
Safe Community – Cause & Effect Map

As a community, Bellevue values....

- Feeling and being safe where people live, learn, work, and play.
- A community that is prepared for and responds to emergencies.



Factors:



Community Indicators:

- % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.
- % of residents who agree that Bellevue plans for and is well prepared to respond to emergencies.



Request for Results

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Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and form the basis for developing the City Manager’s Preliminary Budget. This document provides guidance to staff in developing offers for the 2013-2014 Operating Budget and 2013-2019 Capital Investment Program Plan.

The 2013-2014 Safe Community Results Team (SCRT) consists of the following members:

Team Leader: Kyle Stannert

Team Members: Patrick Arpin, Chris Brookes, Stephanie Dompier, Mark Risen, Gregg Schrader

Result

We (the results team) understand that Safe Community means we will meet the numerous and divergent needs of those who live, work, and play in Bellevue now and in the future.

As a community Bellevue values:

- Feeling and being safe where they live, learn, work, and play.
- A community that is prepared for and responds to emergencies.

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same. A set of performance measures that influence the Community Indicators have been identified. These measures, along with additional performance measures that will be captured in 2013-14 budget proposals, will be used to identify trends related to the high level indicators. Because of this connection, the Safe Community Results Team is expecting meaningful data-driven performance measures in every proposal we receive.



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The Community Indicators for Safe Community are:

- % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.
- % of residents who agree that Bellevue plans for and is well prepared to respond to emergencies.

Factors

The Safe Community Team identified four primary factors we believe are critical along with strategies which support them. The Cause & Effect Map illustrates the outcome, value statements, and primary and secondary factors. The four factors are obviously interrelated, provide mutual benefits and may be affected by the same strategies. Because of the importance of all four factors in achieving the outcome of a Safe Community, the factors and subfactors have not been prioritized. Our Results Team is seeking a balanced portfolio of proposals that in combination will address all four factors. Individual proposals are not required to address every factor or purchasing strategy, and no weighting has been assumed for one factor over another.

The following is a brief description of the factors as well as the choices and assumptions used by the group in developing our map. These factors are directly reflected in our purchasing strategies. Your programs may address all or some of the factors.

Factor 1: Prevention

A key area in allowing citizens to “feel safe” involves prevention of harmful or dangerous incidents. Secondary factors (**Laws & Ordinances, Inspection & Maintenance**) address the need for well lighted streets, clean public spaces, safe design – to include neighborhoods, parking lots and infrastructure both public and private. These factors include enforcement by internal and external compliance agencies.

Additional secondary factors (**Education / Information**) address early intervention targeting children to influence them away from involvement in unsafe and illegal activity. Business and neighborhood programs where individuals or groups can initiate or partner with Bellevue to reduce or prevent harmful or dangerous incidents in the community are encouraged.

Factor 2: Response

The need for response to emergency and non-emergency situations in a timely and appropriate manner is an important factor in achieving a safe community. Secondary factors (**Enforcement, Responders and Resources**) address, but are not limited to, the efficient delivery of law enforcement services, fire suppression, emergency medical services, and public works safety mitigation. These secondary factors



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also take into account the specific needs of local emergency response capabilities - response personnel, allocated resources, communications, planning, training activities, and coordination. Complaint-based enforcement of laws and ordinances is a form of response.

Factor 3: Planning & Preparation

Bellevue can gain the confidence of its citizens by providing rapid and effective response to a man-made or a natural disaster. In order to achieve this, the City should demonstrate that a plan is in place to respond to an emergency, and that the plan will work. Secondary factors (**Codes & Ordinances, Infrastructure, Coordination, Emergency Management, Partnerships, Training**) address training for responders, and communication to the public. Review of codes and ordinances, as well as infrastructure inspection and testing ensure that the emergency response plan is appropriate.

Factor 4: Community Engagement

A fundamental belief of the team was that perceptions of safety are rooted in the presence or absence of an engaged community. The extent to which citizens are willing to take the time to identify issues, understand those issues, involve themselves in finding solutions, support positive efforts to address concerns, and otherwise participate and invest themselves is the base upon which a sense of “safety” as well as “community” can be built. Secondary factors (**Partnerships, Volunteerism and Neighborhood & Business Involvement, Trust & Accountability**) are by-products of engagement. Public amenities, community appearance, neighbor-to-neighbor connections, community groups and economic and environmental health are important for a thriving community.

Background/Choices

The Safe Community Results Team for 2013-14 began our process by validating the Cause and Effect Map and Request for Results (RFR) from the previous budget cycle. We found that much of the prior work was still applicable to the outcome. This was determined through a process of brainstorming issues that impact the concept of Safe Community, and then mapping the list to the existing Cause and Effect Map. We considered what factors and strategies should guide the City’s efforts in accomplishing a Safe Community. The majority of these concepts fit within the existing work, and it became apparent that proposals need to address the primary factors of **prevention, response, planning and preparation, and community engagement**. The team elected to add some important sub-factors that were found to be missing (**Trust & Accountability, Mitigation & Recovery, and Training**). The team also changed two sub-factors related to Planning and Preparation; adding **Partnerships** and replacing Emergency Response and Recovery with **Emergency Management**.

Below are specific assumptions and choices related to the factors and strategies which appear in the



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strategy map and purchasing plan (in no particular order):

- Factors influencing a Safe Community are approached from both a proactive and reactive perspective. We believe this outcome includes three inter-related areas of influence: 1) **individual** (all citizens); 2) **community** (appearance, neighborliness, businesses and community groups, etc.), and 3) **institutional** (enforcement, responsiveness, related services, partnering community organizations).
- This outcome seeks proposals that affect both an individual’s perceived and actual safety. There may be a significant **difference between perceived safety and actual safety** in a community. Our factors and Community Indicators are designed to address both, but focus primarily on efforts which impact actual safety.
- Results may need to be evaluated for both **short- and long- term benefits**. We anticipate that proposals may require multi-year investments with final result expectations years into the future. For long-term proposals, short-term milestones need to be included.
- **Efficiencies and collaboration** are important for streamlining services, cost savings and leveraging City efforts and resources. For instance, some results will only be achievable through interdepartmental, inter-jurisdictional, public/private and/or interagency partnerships.
- Legally mandated and contracted levels of service will be considered in evaluating proposals.
- Programs should address **different types of prevention activities** and participants. The nature of prevention and types of performance measures will differ for each. Community education is a successful method by which many of the results will be achieved – from community involvement, reducing high risk behavior, intervention, access to services, rehabilitation, etc.

The **resources or evidence** that the team considered came from a variety of sources including private sector, public sector and personal professional (experiences).

See Attachment A for a list of primary resources used in the development of this RFR.



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Purchasing Strategies

A set of Citywide Purchasing Strategies are listed in the Request for Results Introduction (pages 4 -5) section the RFR book. Proposal writers should make reference of these purchasing strategies in their proposals as they apply to programs and the Safe Community outcome.

Outcome specific purchasing strategies:

We recognize that proposals focused on the following purchasing strategies might have a primary purpose that is broader than Safe Community. Proposals that do not have a primary purpose of addressing this Outcome should be directed to the most appropriate Outcome / Results Team, with a note of safety being a secondary benefit. If our team determines that a proposal would be a better fit for another outcome, we will coordinate a discussion with that team and the proposal writer(s) before making a decision to transfer it.

The following purchasing strategies describe the types of services the Safe Community Results Team is seeking for consideration:

Prevention

- We are seeking proposals that encourage and support prevention and are proactive, not just responsive to safety concerns, and offer long-term sustainable results. Specifically proposals for/that:
 - Provide a safe environment – well lit; safe design; inspections; visible presence of safety personnel; public works maintenance; fire prevention
 - Promote/influence responsible behavior and safety
 - Prevent “high risk” behavior and non-compliance
 - Encourage youth involvement
 - Create community awareness

Response

- We are seeking proposals that encourage and support innovative approaches to response to accidents, crimes, fires, medical and public works emergencies, with a customer support focus. Specifically proposals that:
 - Provide well-equipped, trained, caring responders
 - Respond to emergencies
 - Respond to routine operational and continual non-emergency situations
 - Promote coordination and response by appropriate agencies
 - Address prompt recovery/restoration of services
 - Provide efficient delivery of enforcement services



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Planning & Preparation

- We are seeking proposals that encourage and support planning and preparation, enabling us to be forward thinking and innovative in our planning and preparation. Specifically proposals that:
 - Stage (ready to be deployed) plans, personnel and equipment to deal with natural/man-made events; pandemic response; utility outages; significant community events
 - Leverage Federal, State, local agencies for cooperative approaches and outside funding sources
 - Provide strategic planning and problem solving for the future
 - Invest in training that supports citizen and staff's ability to respond and prepare

Community Engagement

- We are seeking proposals that put an emphasis on innovation and customer support that encourage community engagement and partnerships that make our community safer and stronger. Specifically proposals that:
 - Use partnerships (public and private) that increase the capacity and effectiveness of services to residents
 - Encourage neighborhood and business involvement that promotes safety
 - Utilize local and regional agency resources
 - Promote and provide opportunities for volunteerism in the community
 - Build trust and accountability



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Attachment A List of Primary Evidence

Evidence Added for the 2013-2014 RFR Process

<u>Source</u>	<u>Evidence Supports</u>
City of Bellevue 2012 Budget Survey, February 2012	Prevention; Response; Planning & Preparation; and Community Engagement
Department and Program External Stakeholder / Customer Surveys, as available.	Prevention; Response; Planning & Preparation; and Community Engagement
Bellevue Fire Department, Strategic Planning Resident Survey Analysis Draft 3/2/12, produced by Berk	Prevention; Response; Planning & Preparation; and Community Engagement
Bellevue Fire Department, Strategic Planning Demographic & Economic Context Draft 3/2/12, produced by Berk	Prevention; Response; Planning & Preparation; and Community Engagement
2011 Annual Report to the King County Council, September 2011 – Public Health – Seattle & King County Division of Emergency Medical Services	Prevention; Response; Planning & Preparation; and Community Engagement
Best Practices for Offensive Fire Attack, 2/2012	Prevention; Response; Planning & Preparation; and Community Engagement
Building Trust Between the Police and the Citizens they Serve, An Internal Affairs Promising Practices Guide for Local Law Enforcement – U.S. Department of Justice, Office of Community Oriented Policing Services	Community Engagement; Planning & Preparation



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2011 – 2012 Reference Materials

Source	Evidence Supports
<i>Asking your Police and Fire Chief the Right Questions- to get the Right Answers! Hosted by Leonard Matarese ICMA Webinar 2009</i>	<i>Planning and Preparation, Response, Enforcement</i>
<i>Community Safety Indicator Project Research Report, October, 2009, University of Melbourne</i>	<i>Community Engagement, Prevention; Partnerships</i>
<i>Crime Prevention Through Environmental Design: CPTED 40 years Later http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1987&issue_id=12010</i>	<i>Prevention, Community Engagement</i>
<i>Effective Regional Coordination Can Enhance Emergency Preparedness, GAO, September 2004 http://www.temple.edu/cprep/PDFs/GAO%20full%20Report-coordination-9-04%5B1%5D.pdf</i>	<i>Planning and Preparation: Coordination ; Infrastructure</i>
<i>EMAC Website: http://www.emacweb.org/</i>	<i>Planning and Preparation: Infrastructure</i>
<i>FEMA http://www.fema.gov/plan/mitplanning/guidance.shtm</i>	<i>Planning and Preparation/Infrastructure</i>
<i>Guidelines for applicants to the International Network of Safe Communities, Final Version, 13 November 2008</i>	<i>Community Engagement, Prevention, Partnerships</i>
<i>NATIONAL COMMUNITY SAFETY PLAN 2008–11, United Kingdom</i>	<i>Enforcement, Prevention, Community Engagement/Partnerships, Prevention</i>
<i>National Response Plan, Department of Homeland Security, December 2004 http://www.temple.edu/cprep/PDFs/NationalResponsePlan_FullText.pdf</i>	<i>Planning and Preparation: Infrastructure, Coordination, and Emergency Response and Recovery</i>
<i>Predictive Policing http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1942&issue_id=112009</i>	<i>Planning and Preparation, Response, Enforcement</i>
<i>Safer Streets, Cutting Repeat Crimes by Juvenile Offenders Fight Crime, Invest in Kids www.fightcrime.org</i>	<i>Prevention, Community Engagement</i>
<i>Strategic and Tactical Approaches to Traffic Safety http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1226&issue_id=72007</i>	<i>Prevention, Response</i>



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<i>THE ROLE OF LOCAL GOVERNMENT IN COMMUNITY SAFETY, U.S. Department of Justice, April 2001</i>	<i>Prevention, Community Engagement/Partnerships, Prevention, Preparation</i>
<i>Volunteering England www.volunteering.org.uk/.../policingbuildingsafercommunitiestogether</i>	<i>Planning and Preparation/Infrastructure</i>
<i>Yale New Haven Center for Emergency Preparedness and Disaster Response: http://yalenewhavenhealth.org/emergency/</i>	<i>Planning and Preparation: Infrastructure</i>

2011 – 2012 Stakeholder Interviews

Department	Business Line and/or Division
City Attorney	<ul style="list-style-type: none"> • Prosecution
Development Services	<ul style="list-style-type: none"> • Director’s Office (representing all business lines) • Building Division • Code Compliance Division
Fire	<ul style="list-style-type: none"> • Operations (representing all Operations components) • Emergency Medical Services • Emergency Preparedness Division • Fire Marshall’s Office
Parks	<ul style="list-style-type: none"> • Probation • Community Centers • Maintenance • Teens & Youth • Engineering and Capital Projects • Human Services • Probation
Planning & Community Development	<ul style="list-style-type: none"> • Neighborhood Outreach
Police	<ul style="list-style-type: none"> • Chief’s Office (representing all business lines) • Patrol • Administrative Services • Investigations
Transportation	<ul style="list-style-type: none"> • Traffic Safety



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Utilities	<ul style="list-style-type: none">• Director's Office (representing all business lines)• Operations & Maintenance Division• Engineering Division (and Capital Projects)
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