

Gun Violence Prevention and Response Plan

September 20, 2024



King County

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Strategy 3: Resource Database and Deployment. The plan shall include the development of a comprehensive database of resources readily available to support victims, families, and communities impacted by gun violence. The database should include resources available directly from King County, such as mental health resources, and through partnerships with community organizations. Additionally, the executive should create a plan for the deployment of these resources, prioritizing immediate support for impacted families; 14

Strategy 4. Advance Targeted Interventions. The plan shall include a description of how the executive will collaborate with partners in the criminal justice system, Harborview Medical Center, and community-based organizations to identify individuals at high risk of being involved in gun violence, either as perpetrators or victims. In collaboration with those partners, the plan shall include a description of how the regional board would create tailored intervention plans to divert these individuals away from participating in gun violence. The intervention strategies may include, but are not limited to, conflict mediation, therapy, anger management, mental health resources, addiction recovery services, space activation, accountability measures, job opportunities, and after-school activities; 15

Strategy 5. Data, Best Practices, and Reporting. The plan shall include a performance evaluation plan for gun violence prevention and response activities overseen by the King County office of gun violence prevention. The performance evaluation plan shall include a description of relevant data and metrics to be collected about gun violence prevention and response programs, an inventory of best practices in the field of gun violence prevention and response and whether these practices have been, or are planned to be implemented in King County, and a proposed process through which the King County office of gun violence prevention will report to the regional board for gun violence prevention and response and the King County council on the outcomes of the county's gun violence prevention and response activities. 16

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II. Proviso Text

Ordinance 19791, Section 17, Public Health – Seattle & King County, Proviso P2¹

P2 PROVIDED FURTHER THAT:

Of this appropriation, \$300,000 shall not be expended or encumbered until the executive transmits a gun violence prevention and response plan and a motion that should acknowledge receipt of the plan and a motion acknowledging receipt of the plan is passed by council. The motion should reference the subject matter, the proviso's ordinance number, ordinance section, and proviso number in both the title and body of the motion.

The plan shall include, but not be limited to, implementation details about the following strategies:

A. Strategy 1: Strengthen systems and relationships. The plan must include a plan to create a regional board for gun violence prevention and response intended to strengthen collaboration and communication between entities responding to incidences of gun violence, and entities working to prevent gun violence. The plan to create the regional board should include, but not be limited to:

1. A description of the membership which should include people impacted by gun violence, and representatives from community organizations, local jurisdictions, school districts, public health - Seattle & King County ("PHSKC"), the King County department of community and human services ("DCHS"), the King County regional office of gun violence prevention, law enforcement agencies, King County courts, prosecutors, and public defenders, and other King County departments;
2. The scope of work, what the regional board for gun violence prevention would be responsible for reviewing, approving, or providing advice to the executive and council on gun violence prevention and response initiatives;
3. How frequently the regional board for gun violence prevention would convene, a description of the staff support the regional board would be provided, and a proposed budget if recommended by the executive;
4. The regional board for gun violence prevention is encouraged to create neighborhood specific workgroups focused on prevention in areas hardest hit by gun violence; and
5. The plan shall be transmitted with a companion ordinance to codify the regional board for gun violence prevention in King County Code

B. Strategy 2: Create clear protocols. The plan shall include a plan to develop and implement a standardized protocol for King County departments to follow in the aftermath of gun violence incidents that have a jurisdictional or programmatic nexus with King County government. For the purposes of this proviso, "have a jurisdictional or programmatic nexus with King County government" includes, but is not limited to violence that occurs in unincorporated King County; on, or, in a King County-owned operation such as a Metro transit department bus or facility; in a school that has a King County school-based health center; a school or community-based organization that receives programmatic support from King County sales or property taxes; or areas that are served by King County's office of gun violence prevention

¹ Ordinance 19791 <https://mkkclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6709378&GUID=5048D0B1-FDE8-467F-AEBD-28744411B385&Options=ID%7CText%7C&Search=0191>

initiatives. This protocol should outline the specific actions each department will take in the aftermath of gun violence incidents;

C. Strategy 3: Resource Database and Deployment. The plan shall include the development of a comprehensive database of resources readily available to support victims, families, and communities impacted by gun violence. The database should include resources available directly from King County, such as mental health resources, and through partnerships with community organizations. Additionally, the executive should create a plan for the deployment of these resources, prioritizing immediate support for impacted families;

D. Strategy 4: Advance Targeted Interventions. The plan shall include a description of how the executive will collaborate with partners in the criminal justice system, Harborview Medical Center, and community-based organizations to identify individuals at high risk of being involved in gun violence, either as perpetrators or victims. In collaboration with those partners, the plan shall include a description of how the regional board would create tailored intervention plans to divert these individuals away from participating in gun violence. The intervention strategies may include, but are not limited to, conflict mediation, therapy, anger management, mental health resources, addiction recovery services, space activation, accountability measures, job opportunities, and after-school activities; and

E. Strategy 5: Data, Best Practices, and Reporting. The plan shall include a performance evaluation plan for gun violence prevention and response activities overseen by the King County office of gun violence prevention. The performance evaluation plan shall include a description of relevant data and metrics to be collected about gun violence prevention and response programs, an inventory of best practices in the field of gun violence prevention and response and whether these practices have been, or are planned to be implemented in King County, and a proposed process through which the King County office of gun violence prevention will report to the regional board for gun violence prevention and response and the King County council on the outcomes of the county's gun violence prevention and response activities.

F. Strategy 6: Funding. The plan shall include a comprehensive review of all relevant funding sources to identify opportunities to fund gun violence prevention initiatives, braid funding from different fund sources, and connect gun violence prevention initiatives between fund sources including, but not limited to:

1. Potential revenue generated by a councilmanic tax to support Harborview Medical Center under the authority of RCW 36.62.090;
2. The crisis care centers levy authorized under Ordinance 19572;
3. The veterans, seniors, and human services levy authorized under Ordinance 19604;
4. The Best Starts for Kids levy authorized under Ordinance 19267;
5. The mental illness and drug dependency sales tax authorized under Ordinance 18333;
6. The general fund;
7. Philanthropy; and
8. State and federal grants.

To inform the transmitted 2025 budget, the executive shall electronically file the plan, motion, and companion ordinance required by this proviso no later than September 20, 2024, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the budget and fiscal management committee, or its successor.

III. Executive Summary

Ordinance 19791, Section 17, Proviso P2 directs the Executive to transmit a Gun Violence Prevention and Response Plan (Plan) that includes implementation details for six strategies:

- Strategy 1. Strengthen systems and relationships. Plan to create a regional board for gun violence prevention and response,
- Strategy 2. Create clear protocols. Plan to develop and implement a standardized protocol for King County departments to follow in the aftermath of gun violence incidents,
- Strategy 3. Resource database and deployment. Plan to develop and deploy a resource database to support victims, families, and communities impacted by gun violence,
- Strategy 4. Advance targeted interventions. Plan for how the Executive will collaborate with partners to identify individuals at high risk of being involved in gun violence and create targeted intervention plans to divert these individuals away from participating in gun violence,
- Strategy 5. Data, best practices, and reporting. Plan to use data, best practices, and reporting to create an evaluation plan for activities overseen by the Regional Office of Gun Violence Prevention (Regional Office), and
- Strategy 6. Funding. Plan to review relevant funding sources to identify opportunities to fund gun violence prevention initiatives.

The Gun Violence Prevention and Response Plan includes an implementation plan for each of the six strategies and notes where current Regional Office activities are aligned with the strategies, where implementation represent enhancements to current activities and workplans, and when additional resources would be needed to fully implement the Proviso P2 strategies.

An implementation plan to create a Regional Board for Gun Violence Prevention and Response (Regional Board) is outlined in this report as well as a transition plan to move from the current Executive Leadership Advisory Group (ELAG) structure to the new regional board. The Plan describes the membership, scope of work, convening frequency, staff support, workgroups, and plan to draft a companion ordinance to codify board operations. In the Plan, 2025 would be a planning year and the Regional Board would start in 2026.

The Plan lays out an implementation plan to create clear protocols for King County departments to use in the aftermath of gun violence incidents, with specific protocols for incidents with a connection to King County local government, such as those that occur in unincorporated King County, in King County-owned facilities, or in schools where a King County school-based clinic is located. After convening a cross-department workgroup in 2025, work to create protocols would begin in 2026.

The Plan includes implementation steps to develop and deploy a resource database to support victims, families, and communities. Staff would develop options and follow the King County Project Review Board process for information technology projects to implement an approach based on funding available.

The Plan describes an approach to advance targeted interventions that will begin in 2025 before transitioning to a process for the Regional Board to create tailored interventions to divert individuals

away from participating in gun violence. Transition work includes using local data to direct interventions to high-risk individuals and locations.

The Plan describes how a performance evaluation plan would be created for gun violence prevention and response activities overseen by the King County Regional Office of Gun Violence Prevention. The performance evaluation plan would include data and metrics, an inventory of best practices, and a regular reporting process on outcomes of the county's community violence interventions.

Finally, the Plan refers to the Proviso P8 report required by Ordinance 19712, "Plan Identifying Revenue to Replace Federal Funding for Gun Violence Prevention," which includes a comprehensive review of possible funding sources for gun violence prevention initiatives. The Proviso P2 Plan includes an implementation plan to secure additional funding.

There is alignment between the six strategies called for in the Plan and the current work underway by the Regional Office. While a patchwork of one-time and ongoing funding sources supports the current operations of the Regional Office in 2025, there is a substantial shortfall of funding in 2026, not only for current operations, but also for the expansions in Proviso P2 strategies.

Several recent community violence intervention research studies show positive results in reducing gun violence. Along with the US Surgeon General's Advisory on Firearm Violence and King County's 100 Days of Action Against Gun Violence, two new action plans on gun violence prevention and response were released in the summer of 2024. Community violence intervention programs are gaining evidence and support and are contributing to lower gun violence rates in many US locations.

IV. Background

Department Overview: Public Health — Seattle & King County (Public Health) works to protect and improve the health and well-being of all people in King County.² Public Health is one of the largest metropolitan health departments in the United States with approximately 1,600 employees. The department serves 2.3 million people of King County who reside in urban, rural, shoreline, foothill, and mountain communities. Department functions are carried out through prevention and intervention programs, environmental health programs, community-oriented health care services, emergency medical services, correctional facility health services, preparedness programs, and community-based public health assessment and practices. Public Health also provides data, reports, and other health-related information to the public and stakeholders.

Regional Office of Gun Violence Prevention Overview: The King County Regional Office of Gun Violence Prevention (Regional Office) works to prevent and eliminate gun violence using a public health approach.³ The Regional Office was created in 2023 within Public Health. The Regional Office partners with directly impacted communities, community organizations, survivors, young adults, elders, and families to advance equitable community-led solutions through a regional approach. The Regional Office works across systems with service providers, local elected leaders, advisory groups, and subject matter experts to develop and implement strategies, inform policy, review data, identify resources, and align services. It provides technical assistance and peer learning opportunities to other local and national gun violence prevention initiatives to advance community violence intervention (CVI) public health practice.

Key programs funded by the Regional Office include the Regional Peacekeepers Collective (Peacekeepers) and Harborview Medical Center’s hospital-based and community-linked intervention.⁴ Peacekeepers and Harborview’s programs are community violence interventions, supporting high-risk individuals and families to prevent future incidents of violence. The Regional Office also works with the City of Seattle’s Community Safety Initiative⁵ and King County’s safe gun storage program (“Lock It Up”).⁶

Key Historical Context: King County has experienced an increase in gun injuries and homicides since 2017; gun injuries are up by 102 percent and gun homicides have increased by 88 percent.⁷ Gun violence is the leading cause of death for children and young adults in King County, as it has been in the

² Public Health – Seattle & King County, About Us, 2024, <https://kingcounty.gov/en/dept/dph/about-king-county/about-public-health/administration>

³ Regional Office of Gun Violence Prevention, About, 2024, <https://kingcounty.gov/en/dept/dph/health-safety/safety-injury-prevention/regional-gun-violence-community-guide>

⁴ Regional Office of Gun Violence Prevention, Regional Peacekeepers Collective and Harborview Medical Center hospital-based violence intervention, 2024, <https://kingcounty.gov/en/dept/dph/health-safety/safety-injury-prevention/regional-gun-violence-community-guide>

⁵ City of Seattle, Community Safety Initiative, 2024, <https://www.seattle.gov/mayor/one-seattle-initiatives/gun-violence-prevention>

⁶ Public Health-Seattle & King County, Lock It Up: Promoting the safe storage of firearms, 2024, <https://kingcounty.gov/en/dept/dph/health-safety/safety-injury-prevention/preventing-gun-violence/safe-firearm-storage>

⁷ Public Health, Data dashboard: The impact of firearms in King County, 2024, <https://kingcounty.gov/en/legacy/depts/health/data/firearms/data-dashboard>

U.S. since 2020.⁸ At least 17 children under age 18 have been killed in gun homicides in the first half of 2024 in King County; more than double the number of youth gun homicide victims in all of 2023.⁹

In June 2024, U.S. Surgeon General Dr. Vivek Murthy released an *Advisory on Firearm Violence* and declared gun violence in the U.S. a public health crisis.¹⁰ The Advisory outlines an evidence-informed public health approach to address firearm violence that includes strengthening data collection, increasing research on the consequences of gun violence, doing implementation research on prevention strategies, expanding community violence interventions, increasing the roles of emergency preparedness and the health care system in preventing gun violence, promoting safe storage of guns and ammunition, making specific policy changes, and improving mental health supports.¹¹

Key Current Context: On July 10, 2024, the King County Executive, in partnership with the City of Seattle and community-based organizations, announced 100 Days of Action to intensify collaboration confronting gun violence.¹² King County and the City of Seattle funded increases in community violence intervention programs and in youth mental health and safety. The 100 Days of Action activities deepen the Regional Office’s work and complement strategies to prevent and respond to gun violence.

Community violence intervention programs, such as those overseen by the Regional Office, have been implemented in many locations across the U.S. in the last 10 to 15 years. One-time federal funding increased substantially during the COVID-19 pandemic, although spending to understand, prevent, and respond to gun violence is lower than funding levels for other leading causes of death.¹³ Recent community violence intervention research findings show positive results:¹⁴

- Findings from Roca, a community violence intervention program in Baltimore and Massachusetts, show that participation of 18 months or longer improved behavioral health by 96 percent, and more than 90 percent of participants had no new arrests or incarceration.
- A randomized controlled trial of a hospital-based violence intervention program found that control participants (who did not receive services) were three times more likely to be arrested

⁸ Public Health, Data dashboard: The impact of firearms in King County, 2024, citation 68, and Public Health, Community Health Indicators, Leading causes of death by age, 2024, <https://tableaupub.kingcounty.gov/t/Public/views/LeadingcausesofdeathKingCounty/Table?%3Aembed=y&%3AisGuestRedirectFromVizportal=y>

⁹ Seattle Times, “Many more kids are being shot and killed in King County in 2024,” July 23, 2024, <https://www.seattletimes.com/seattle-news/law-justice/many-more-kids-are-being-shot-and-killed-in-king-county-in-2024/>

¹⁰ Department of Health and Human Services, US Surgeon General, “Firearm Violence in America,” June 2024, <https://www.hhs.gov/surgeongeneral/priorities/firearm-violence/index.html>

¹¹ Department of Health and Human Services, US Surgeon General, “Firearm Violence in America,” June 2024, <https://www.hhs.gov/surgeongeneral/priorities/firearm-violence/index.html>

¹² Executive Dow Constantine, “King County, City of Seattle and community leaders unite for 100 Days of Action against gun violence,” July 10, 2024, <https://medium.com/kingcounty/king-county-city-of-seattle-and-community-leaders-unite-for-100-days-of-action-against-gun-10a281d580bc>

¹³ National Institutes of Health, “Estimates of Funding for Various Research, Condition, and Disease Categories,” May 14, 2024, <https://report.nih.gov/funding/categorical-spending#/> In 2022, firearms research received \$17 million per year and firearms resulted in 48,305 deaths. Other causes of similar numbers of deaths received ten or more times more funding. For example, prostate cancer caused 49,235 deaths and received \$311 million in research funds per year—18 times more research funding per death.

¹⁴ Health Alliance for Violence Intervention, CVI Action Plan, August 2024, <https://www.thehavi.org/community-violence-intervention-leaders-unveil-historic-action-plan-to-sustain-and-scale-the-field>

for a violent crime and more than four times more likely to be convicted of a violent crime than participants in the intervention group.

- A multi-year, randomly controlled trial of Heartland Alliance’s Rapid Employment and Development Initiative (READI) found that shooting and homicide arrests declined by 65 percent in the intervention group compared to controls. The study also found that READI returns between \$3 and \$7 to society for every \$1 spent on the program.
- Participation in Chicago CRED (a community violence intervention non-profit) programs has been shown to reduce individual violent crime arrests by 73 percent over two years.
- An evaluation of the Advance Peace Community Violence Intervention model found a 22 percent decrease in gun homicides and assaults, representing a cost savings of at least \$25 million. A Richmond, CA, study found the Advance Peace model was associated with a 55 percent reduction in firearm violence, including deaths and hospital visits, and 43 percent fewer crimes annually. By 2023, Richmond experienced its lowest levels of homicide since tracking data began in 1971.¹⁵

Report Methodology: Public Health staff led the development of this report, including from the Regional Office, and Public Health’s Health Sciences Division also contributed.

¹⁵ Health Alliance for Violence Intervention, CVI Action Plan, August 2024, <https://www.thehavi.org/community-violence-intervention-leaders-unveil-historic-action-plan-to-sustain-and-scale-the-field>

V. Report Requirements

Proviso P2 directs the Executive to transmit a Gun Violence Prevention and Response Plan that includes implementation details for six strategies. These are summarized in the box below and provided in detail in this section.

Strategy 1. Strengthen systems and relationships. Plan to create a regional board for gun violence prevention and response.

Strategy 2. Create clear protocols. Plan to develop and implement a standardized protocol for King County departments to follow in the aftermath of gun violence incidents.

Strategy 3. Resource database and deployment. Plan to develop and deploy a resource database to support victims, families, and communities impacted by gun violence.

Strategy 4. Advance targeted interventions. Plan how the Executive will collaborate with partners to identify individuals at high risk of being involved in gun violence and create targeted intervention plans to divert these individuals away from participating in gun violence.

Strategy 5. Data, best practices, and reporting. Plan to use data, best practices, and reporting to create an evaluation plan for activities overseen by the Regional Office.

Strategy 6. Funding. Plan to review relevant funding sources to identify opportunities to fund gun violence prevention initiatives.

The section is organized to follow the structure of the Proviso. Each element of the Proviso is addressed, with narrative and a table on implementation details. The narrative notes where the current Regional Office activities are aligned with the six strategies; where implementation of the six strategies go beyond the Regional Office's current activities and plans; and when additional resources would be needed to fulfill the strategies outlined in the Proviso.

Strategy 1: Strengthen systems and relationships. The plan must include a plan to create a regional board for gun violence prevention and response intended to strengthen collaboration and communication between entities responding to incidences of gun violence, and entities working to prevent gun violence. The plan to create the regional board should include, but not be limited to:

- 1. A description of the membership which should include people impacted by gun violence, and representatives from community organizations, local jurisdictions, school districts, public health - Seattle & King County ("PHSKC"), the King County department of community and human services ("DCHS"), the King County regional office of gun violence prevention, law enforcement agencies, King County courts, prosecutors, and public defenders, and other King County departments;**

In 2026, the Regional Office would implement a Regional Board for Gun Violence Prevention and Response (Regional Board) by building on current advisory groups, including members from directly impacted communities, community-based organizations, local government, education, law enforcement, and the legal system. Should funding become available to support Public Health staffing of

a new regional board, the department will develop the Board’s appointment process. The Regional Office estimates it would need two additional staff positions: (1) a project manager with community engagement experience, and (2) an administrative support person to provide ongoing support of the Regional Board.

The Executive Leadership Advisory Group (ELAG) has been meeting twice per year since 2021. It will continue to meet in 2024 and 2025 to guide the transition to a new Regional Board. ELAG members are listed in Appendix A. Implementation details to create a Regional Board are in Table 1. Additional information about the transition plan in 2024 and 2025 to create a Regional Board is in Appendix B.

Table 1. Implementation Details for Strategy 1

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
Strategy 1. Strengthen systems and relationships. Plan to create a Regional Board for Gun Violence Prevention and Response.			
Create a Regional Board	Prepare draft proposal with timeline and budget options. Draft ordinance to codify board composition and operations.	Board charter is completed. Board membership is finalized. Staff are authorized and hired.	6 to 12 months to design. 6 to 12 months to secure ongoing funding and hiring of staff.

2. The scope of work, what the regional board for gun violence prevention would be responsible for reviewing, approving, or providing advice to the executive and council on gun violence prevention and response initiatives;

The Regional Board would advise the Executive and the Council on gun violence prevention programs, services, funding, and evaluation. The Regional Board would prepare regular reports, convene quarterly, review performance measures, and decide on strategies and priorities. The 2.0 FTE Public Health staff noted above would develop community engagement strategies for the board, recruit members for the board and workgroups, prepare materials, and facilitate convenings.

3. How frequently the regional board for gun violence prevention would convene, a description of the staff support the regional board would be provided, and a proposed budget if recommended by the executive;

The Regional Board would meet quarterly in the first year, and it would adjust this schedule as it sees fit in future years. As mentioned above, the Regional Office projects that 2.0 FTE Public Health staff would be needed to support the board, as well as funding for materials, stipends, meeting space (if needed), and technology resources.

4. The regional board for gun violence prevention is encouraged to create neighborhood specific workgroups focused on prevention in areas hardest hit by gun violence; and

The Regional Board structure would include neighborhood specific workgroups. As part of the transition plan before the Regional Board is established, the Regional Office could host one or two geographic safety meetings in 2025 to inform the establishment of the neighborhood-specific workgroups as called for in the P2 Proviso.

5. The plan shall be transmitted with a companion ordinance to codify the regional board for gun violence prevention in King County Code;

This Plan does not include a draft companion ordinance pending appropriation to fund this work. A proposed Ordinance could be drafted in 2025 for implementation in 2026 if funding is available.

Strategy 2: Create clear protocols. The plan shall include a plan to develop and implement a standardized protocol for King County departments to follow in the aftermath of gun violence incidents that have a jurisdictional or programmatic nexus with King County government. For the purposes of this proviso, "have a jurisdictional or programmatic nexus with King County government" includes, but is not limited to violence that occurs in unincorporated King County; on, or, in a King County-owned operation such as a Metro transit department bus or facility; in a school that has a King County school-based health center; a school or community-based organization that receives programmatic support from King County sales or property taxes; or areas that are served by King County's office of gun violence prevention initiatives. This protocol should outline the specific actions each department will take in the aftermath of gun violence incidents;

This section outlines a plan to develop and implement standardized protocols for King County departments to use following a gun homicide or injury. The protocols would outline routine actions each relevant department would take after gun violence incidents.

The Regional Office would convene a cross-departmental workgroup in 2026 and would develop plans to staff this group to design, implement, and consistently deploy clear protocols and to coordinate overall on county actions related to gun violence prevention and response. Each participating department would be asked to commit staff and resources for their participation in this workgroup. Resources likely would be needed both to participate in the workgroup and to implement the protocols routinely and rapidly over time. See Table 2.

The workgroup would include members from King County Departments including Public Health, King County Department of Community and Human Services (DCHS), King County Metro, King County Sheriff’s Office, Prosecuting Attorney’s Office, Department of Juvenile and Adult Detention, and Harborview Medical Center.

Table 2. Implementation Details for Strategy 2

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
Strategy 2. Create clear protocols for King County departments to follow in the aftermath of gun violence incidents			
Create clear protocols	<ol style="list-style-type: none"> 1. Create and resource a cross-department workgroup. 2. Draft and sign agreements and/or memoranda of understanding (MOUs). 	<p>Clear protocols are in place.</p> <p>Protocols are used routinely.</p> <p>Protocol deployment is monitored and continuously improved.</p>	<p>6 to 12 months to design.</p> <p>12 to 18 months to secure ongoing funding and hiring of staff.</p>

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
		Employee well-being for responders is monitored and supported.	

The Regional Office and cross-departmental workgroup member departments would disseminate protocols and resource deployments plans beyond County government to community violence intervention partners, including city governments, health care, emergency preparedness, and community-based organization providers. The Regional Office would need additional positions to staff the workgroup and to create protocols and manage resource deployment.

Strategy 3: Resource Database and Deployment. The plan shall include the development of a comprehensive database of resources readily available to support victims, families, and communities impacted by gun violence. The database should include resources available directly from King County, such as mental health resources, and through partnerships with community organizations. Additionally, the executive should create a plan for the deployment of these resources, prioritizing immediate support for impacted families;

This section outlines Plan elements to develop a comprehensive database of resources that would be readily available to support victims, families, and communities impacted by gun violence. The database would include resources available from King County, such as mental health resources, as well as those available through King County’s partnerships with community-based organizations. The Plan would include routine processes for deploying these resources, with priority going to support impacted families.

The Regional Office has assembled a list of resources to support victims, families, and communities directly impacted by gun violence on its website.¹⁶ As part of the 100 Days of Action, the Regional Office is exploring options for an online portal for community violence intervention providers to access needed resources. The Regional Office is coordinating with DCHS and King County Information Technology (KCIT) to assess feasibility of creating a new resource database. The Plan would include options such as building on existing resource databases, building a new customized portal, or using an existing County resource — such as the King County-branded 211 portal developed for DCHS.

Table 3. Implementation Details for Strategy 3

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
Strategy 3. Develop and deploy a resource database to support victims, families, and communities impacted by gun violence			
Comprehensive database of resources , including resources from King County and through partnerships with community organizations.	Explore the feasibility of developing a resource repository or portal for CVI providers as part of the 100 Days of Action. Coordinate with other	Resource database with simple user interface is leveraged or developed and routinely used to deploy resources.	6 to 12 months to design. 12 to 18 months to secure ongoing funding and hiring of staff. Additional time required if a new system is to be developed, as a

¹⁶ Regional Office of Gun Violence Prevention, 2024, <https://kingcounty.gov/en/dept/dph/health-safety/safety-injury-prevention/regional-gun-violence-community-guide>

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
Plan for deployment of resources , prioritizing immediate support for impacted families.	departments to launch a resource database. Create a resource deployment plan.		vendor would need to be selected and contract established.

Regional Office, Public Health, DCHS, and KCIT staff would develop options, budgets, and a decision-making process to select an effective and cost-efficient process to share gun violence response resources. In the event a new portal is to be created, proposals would be developed in 2025 and implementation would take one to three years to execute, depending on which option is chosen. Implementation plans would include vendor selection, contracting, building, testing, and training. Ongoing staff would be needed to train current and new users on how to use the tool. In addition, there would be maintenance costs for the vendor to maintain the system and ensure resource availability information is up to date. Staff would develop options, a budget, and staffing proposal following the King County Project Review Board process. See implementation plan in Table 3 and transition plan steps in Appendix B.

Strategy 4. Advance Targeted Interventions. The plan shall include a description of how the executive will collaborate with partners in the criminal justice system, Harborview Medical Center, and community-based organizations to identify individuals at high risk of being involved in gun violence, either as perpetrators or victims. In collaboration with those partners, the plan shall include a description of how the regional board would create tailored intervention plans to divert these individuals away from participating in gun violence. The intervention strategies may include, but are not limited to, conflict mediation, therapy, anger management, mental health resources, addiction recovery services, space activation, accountability measures, job opportunities, and after-school activities;

The Executive and the Regional Office partner with community-based organizations, Harborview Medical Center, law enforcement and the criminal legal system to identify individuals at high risk of being involved in gun violence, either as perpetrators or victims. The Regional Office engage national experts to refine screening criteria and conduct a Gun Violence Problem Analysis,¹⁷ which the Regional Board would use once established to further tailor intervention plans. In its transition plan, the Regional Office will continue to create and refine community violence interventions to divert these individuals away from participating in gun violence. See Table 4 for implantation details and Appendix B for transition plan work underway in 2024 and 2025.

The Regional Office’s current workplans address how to expand the scope of services offered within tailored interventions to individuals and families at risk of gun violence. As directed under Strategy 4, the expanded scope of services can include conflict mediation, therapy, anger management, mental health resources, addiction recovery services, space activation, accountability measures, job opportunities, and after-school activities.

¹⁷ National Institute for Criminal Justice Reform, NICJR’s Violence Reduction Work, Gun Violence Problem Analysis, 2024, <https://nicjr.org/violence-reduction-work/>

Table 4. Implementation Details for Strategy 4

P2 Strategy	Activities	Outcomes	Implementation Plan
Strategy 4. Advance targeted interventions to identify individuals at high risk of being involved in gun violence and divert these individuals away from participating in gun violence.			
<p>Create plan to identify individuals at high risk. Regional Board will work with partners to refine the tailored interventions to divert individuals away from gun violence. A broad set of strategies would be considered by the Regional Board for inclusion in intervention plans.</p>	<p>Build on current screening criteria. Use local data in Gun Violence Problem Analysis model. Complete data sharing agreements. Expand partnerships to detention facilities and other providers.</p>	<p>Local data inform Gun Violence Problem Analysis model. Partners are trained and routinely using model. Funding is secured for broad set of intervention strategies. Process is monitored, and quality improvement practices are used to make adjustments.</p>	<p>6 to 12 months to complete data sharing agreements and use local data in model. 12 to 18 months to secure ongoing funding and hiring of staff.</p>

Regional Office programs offer evidence-informed strategies, including relentless engagement (daily contact), cognitive behavioral intervention, and case management to create a tailored set of services to individuals ages 16 to 24 at highest risk for involvement in gun violence. Current funding allows for a limited scope of intervention services. Current funding levels do not provide for addressing longer-term services, including stable housing and employment opportunities, that are proven to reduce involvement in gun violence. Needs for these services were identified by current program participants and are consistent with effective programs across the nation.

Strategy 5. Data, Best Practices, and Reporting. The plan shall include a performance evaluation plan for gun violence prevention and response activities overseen by the King County office of gun violence prevention. The performance evaluation plan shall include a description of relevant data and metrics to be collected about gun violence prevention and response programs, an inventory of best practices in the field of gun violence prevention and response and whether these practices have been, or are planned to be implemented in King County, and a proposed process through which the King County office of gun violence prevention will report to the regional board for gun violence prevention and response and the King County council on the outcomes of the county's gun violence prevention and response activities.

Strategy 5 calls for a Plan for the Regional Board to review a performance evaluation plan for activities overseen by the Regional Office. This performance evaluation plan must include a description of data and metrics about gun violence prevention and response programs, an inventory of best practices in the field of gun violence prevention and response and whether these practices have been, or are planned to be implemented in King County, and a proposed process for the Regional Office to report on the outcomes of county gun violence prevention and response activities.

Performance evaluation plan: As part of the 2024-2029 Public Health Strategic Plan, the Regional Office will report several performance metrics for one of the top four emerging threats to community health

and well-being — gun violence.¹⁸ These performance metrics use data regularly collected from the Regional Peacekeepers Collective Initiative providers to measure impact and inform continuous quality improvement. See Table 5 and Appendix B.

Best practices: The Regional Office is a member of the National Office of Violence Prevention Network, a peer learning community of national experts who share best practices, emerging innovations, and strategies for advancing community violence intervention and gun violence reduction. Three new sources of best practice recommendations were released in 2024:

1. In June 2024, the US Surgeon General’s Advisory on Firearm Violence included several sections on best practices of a public health approach to address firearm violence.¹⁹
2. In August 2024, the Health Alliance for Violence Interventions released an implementation guide on community violence interventions that includes an inventory of best practices and how to implement them.²⁰
3. In August 2024, the Centers for Disease Control and Prevention (CDC) released an analysis of best practices for community violence interventions for youth and young adults.²¹

To guide the use of federal funds for gun violence prevention in 2022 through 2024, Regional Office staff conducted a review of gun violence prevention and intervention best practices, which were updated as part of the 100 Days of Action work. See Appendix C.

Table 5. Implementation Details for Strategy 5

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
Strategy 5. Use data, best practices, and reporting to create an evaluation plan for activities overseen by the Regional Office.			
Evaluation Plan Evaluate the activities and impact of Regional Office initiatives and use Public Health firearm data for data-driven situational awareness	<ol style="list-style-type: none"> 1. Planning and coordination meetings 2. Process development and technical assistance (TA) 3. Research and data collection 4. Monthly and quarterly analysis 	<ol style="list-style-type: none"> A. Yearly updated evaluation plan, logic model (including metrics and outcomes) and theory of change for Regional Office coordination and initiatives B. List of reports and data products created and shared with Regional 	<ol style="list-style-type: none"> 1. Increased resources/staffing for research and evaluation 2. Funding for contractors

¹⁸ Public Health-Seattle & King County, “Public Health launches its new strategic plan for a healthier, more equitable county,” July 15, 2024, <https://kingcounty.gov/en/dept/dph/about-king-county/about-public-health/news/news-archive-2024/july-15-strategic-plan> The other emerging health threat priorities are the health risks for people experiencing homelessness, overdose prevention, and youth behavioral health.

¹⁹ Department of Health and Human Services, US Surgeon General, “Firearm Violence in America,” June 2024, <https://www.hhs.gov/surgeongeneral/priorities/firearm-violence/index.html>

²⁰ Health Alliance for Violence Intervention, CVI Action Plan, August 2024, <https://www.thehavi.org/community-violence-intervention-leaders-unveil-historic-action-plan-to-sustain-and-scale-the-field>

²¹ CDC, “Community Violence Prevention Resource for Action: A Compilation of the Best Available Evidence for Youth and Young Adults,” 2024, https://www.cdc.gov/violence-prevention/media/pdf/resources-for-action/CV-Prevention-Resource-for-Action_508.pdf

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
	5. Quarterly and annual reporting and dissemination	Office and community partners	

Strategy 6: Funding. The plan shall include a comprehensive review of all relevant funding sources to identify opportunities to fund gun violence prevention initiatives, braid funding from different fund sources, and connect gun violence prevention initiatives between fund sources

The Plan calls for a comprehensive analysis of existing and possible revenue sources to fund gun violence prevention initiatives, including a potential councilmanic tax to support Harborview Medical Center, Crisis Care Centers levy, Veterans, Seniors, and Human Services levy, Best Starts for Kids levy, Mental Illness Drug Dependency sales tax, general fund, philanthropy, state, and federal grants.

The Regional Office reviewed revenue sources to fund gun violence prevention in response to Ordinance 19712, Section 10, Proviso P8. Please see Sections C and D of the report.²² While a patchwork of one-time and ongoing funding sources supports the current operations of the Regional Office in 2025, there is a substantial shortfall of funding in 2026, not only for current operations, but also for the expansions in Proviso P2 strategies.

Table 6. Implementation Details for Strategy 6

P2 Strategy	Activities	Outcomes/Measures	Implementation Plan
Strategy 6. Address funding through a comprehensive review of all funding sources available.			
Staff and leadership seek funding opportunities Secure on-going sustainable support for core services and enhancements	1. Budget decision packages completed 2. Funding sources identified 3. Funding sources monitored for funding opportunities 4. Grants submitted 5. Funding level secured	A. List of funding proposals developed by Regional Office each year B. Amount of funding secured C. Percent of applications funded	1. Grant writer(s) FTE 2. Coordinated strategy for engaging philanthropy

The Regional Office is working to identify and respond to as many funding opportunities for gun violence prevention programming as its staffing capacity allows. The Regional Office would need additional capacity to expand its efforts to prepare funding proposals and maintain its responsibilities noted in the Background Section of the report. See Table 6.

VI. Conclusion

There is alignment between the six strategies called for in Proviso P2 of Ordinance 19791 and the Regional Office’s priorities. As funding sources are identified and appropriated, the Regional Office can plan and implement the strategies in this report. It will work with the Executive’s Office and the Office of Performance, Strategy and Budget to prepare budget proposals as necessary.

²² The Proviso P8 response report is transmitted concurrently with this report.

Fundamental to the future of community violence intervention work in King County is sustained and consistent funding that supports community violence intervention activities and workforce. The Regional Office prioritizes community-directed strategies, implementation, and priority setting to guide community violence intervention work locally.

Regional Office programs are currently available people ages 16 to 24. Programming could be expanded to serve older age groups. Community leaders have asked for intervention strategies and community violence intervention staff from specific communities, including Latinx, East African, and other groups, and these tailored approaches and service provider contracts could be developed. These opportunities to expand depend upon identifying and accessing sustainable and consistent funding sources.

VII. Appendices

Appendix A. List of Executive Leadership Advisory Group members and Other Partners

Appendix B. Transition Plan Table

Appendix C. Inventory of Best Practices

Appendix A. List of Executive Leadership Advisory Group members and Other Partners**Executive Leadership Advisory Group (ELAG) Members**

Name	Title	City/County
Tri-chairs		
Dow Constantine	King County Executive	King County
Bruce Harrell	City of Seattle Mayor	City of Seattle
Ed Prince	Renton City Council	City of Renton
Law enforcement agencies		
Andy Hwang	City of Federal Way Chief of Police	City of Federal Way
Cole-Tindall, Patti	Sheriff	King County
Rafael Padilla	Chief of Police	City of Kent
Mayors		
Nancy Backus	City of Auburn Mayor	City of Auburn
Dana Ralph	City of Kent Mayor	City of Kent
Councilmembers		
Girmay Zahilay	King County Councilmember	King County
Teresa Mosqueda	King County Councilmember	King County
Jorge Baron	King County Councilmember	King County
Claudia Balducci	King County Councilmember	King County
Tammy Morales	City of Seattle Councilmember	City of Seattle
Neal Black	City of Kirkland Councilmember	City of Kirkland
De'Sean Quinn	City of Tukwila Councilmember	City of Tukwila
Judicial agencies		
Leesa Manion	King County Prosecuting Attorney's Office	King County
Jimmy Hung	King County Prosecuting Attorney's Office	King County
Violetta Stringer	King County Prosecuting Attorney's Office	King County
Public health and medical		
Dr. Deepika Nehra	Assistant Professor of Surgery-Trauma, General Surgery, Surgical Critical Care	Harborview Medical Center University of Washington
Colleen Brandt-Schluter	Human Services Manager	City of Burien
Advocacy		
Renee Hopkins	Alliance for Gun Responsibility	
Dylan O'Connor	Alliance for Gun Responsibility	
Rachel Sottile	Center for Children and Youth Justice	
Business and philanthropy		
Mario Bailey	Seattle Seahawks	
Shiqueen Brown	Microsoft	
Merissa Heu Heller	Microsoft	

Regional Peacekeepers Collective (RPKC) Initiative Community Violence Intervention (CVI) Partners

1. Community Passageways
2. Freedom Project
3. Progress Pushers
4. YMCA Alive & Free
5. Urban Family
6. Harborview Medical Center
7. Boys & Girls Club of King County – SE Network Safety
8. Center for Children & Youth Justice

Local Government Partners

9. City of Burien
10. City of Kent
11. City of Seattle
12. Seattle Police Department
13. King County Department of Community & Human Services
14. King County Criminal Legal System Transformation Team
15. King County Juvenile Courts
16. King County Prosecuting Attorney’s Office
17. King County Sherriff’s Office

Academic, School and Health Care Partners

18. Harborview Medical Center
19. University of Washington
20. Seattle Public Schools
21. Puget Sound Education Services District
22. Renton Technical College

Statewide Partners

23. Alliance for Gun Responsibility
24. Washington State Department of Commerce

National Partners

25. National Offices of Violence Prevention Network
26. White House Office of Gun Violence Prevention
27. National Institute for Criminal Justice Reform (NICJR)
28. Everytown for Gun Safety
29. Community Justice Action Fund
30. Cities United
31. Build Program
32. Roca Impact Institute
33. Health Alliance for Violence Intervention (HAVI)
34. Prevention Institute
35. Big Cities Health Coalition

Appendix B. Transition Plan Table. Proviso P2 Strategies and Additional Regional Office Work, 2024-2026

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
Strategy 1. Strengthen systems and relationships. Plan to create a regional board for gun violence prevention and response.				
<i>Transition plan in 2024/2025:</i>				
Executive Leadership Advisory Group Decision making on joint policy, budget priorities and resource allocation	Quarterly convening. Planning, agenda development, and scheduling. Presentation development. Post meeting materials/follow up.	Aligned policy priorities for Regional Approach to Gun Violence in King County. Increased shared vision.	A. Number of ELAG convenings B. Annual updated recommendations for local & state policy agenda C. Updated list of MOUs developed, reviewed, or signed by ELAG members to support CVI work D. Number of ELAG members who report increased shared understanding of the problem, commitment, ability to share and contribute to gun violence work	Consultant for agenda planning, facilitation, and coordination
Municipal Partners Expansion and sustainability	Monthly meetings. Ad hoc project based meetings/events.	Sustainable resident-informed and CVI provider-led programming	List of program expansions that were facilitated by local and municipal coordination	1. Buy in from residents, local leaders, and community-based organizations (CBO's) 2. Matched/sustainable funding
Survivors/Youth & Elders Advisory Group Recommendations and guidance for community safety	Monthly meetings. Agenda planning, scheduling, and facilitation.	Improved guidance from youth, survivors, and elders	Annual number, list, and progress of recommendations drafted from advisory groups	Increased staffing (1-2 FTE)
Community Safety Meetings Address community safety concerns (local businesses & residents)	Monthly meetings in various cities around King County.	Improved awareness of community safety concerns	Annual number and list of community safety meetings attended	Increased staffing
Tailored Community Safety Strategies Data driven, tailored strategies co-designed in partnership with community leaders/residents	As needed	Increased community-tailored strategies for safety	Annual number of community safety plans or strategies tailored by community leaders/residents	Increased staffing
Strategy 2. Create clear protocols for King County departments to follow in the aftermath of gun violence incidents				
<i>Transition plan in 2024/2025:</i>				

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
<p>Intergovernmental / Cross-System Coordination Continue to carry out comprehensive shots fired reviews with law enforcement agencies, PAO, courts etc. Call-in strategy for serving highest risk individuals, resource deployment, recommendations for policy, budget, and program priorities</p>	<ol style="list-style-type: none"> 1. Bi-weekly Shots Fired Reviews with law enforcement agencies/Call ins 2. Monthly meetings (pending launch date) 3. Protocols development/reviews 4. Response & resource deployment management (on-going) 	<p>Data driven coordinated response across KC departments & cross systems partners</p>	<ol style="list-style-type: none"> A. Updated joint response protocol B. Updated resource deployment plan C. List of aligned efforts facilitated by convenings with National Institute for Criminal Justice Reform, Everytown for Gun Safety, Alliance for Gun Responsibility, and other intergovernmental/cross system partners 	<ol style="list-style-type: none"> 1. Identified cross KC Dept. and City of Seattle workgroup members 2. Data sharing agreements- PAO, SPD, KCSO, police departments 3. NICJR Problem Analysis/PAO & PD Data 4. MOUs with law enforcement agencies 5. Consultation NICJR 6. Joint Protocol for Shots Fired Reviews and Call-ins 7. Increased staffing, additional FTE
<p>Strategy 3. Develop and deploy a resource database to support victims, families, and communities impacted by gun violence</p>				
<p><i>Transition plan in 2024/2025:</i></p>				
<p>Regional Office Community Resource Database Prepare to have a comprehensive database of resources readily available to support victims, families, and communities.</p>	<ol style="list-style-type: none"> 1. Develop business requirements/system features together with community partners 2. Create project scope, schedule and budget including possible procurement of a 3rd party solution. 	<p>Individuals and community violence intervention providers have ready access to list of community resources.</p>	<ol style="list-style-type: none"> A. Project plan is completed. B. Database is created. C. Database is tested and modified. D. Database is created. E. Provider and individual user training is developed and shared. 	<p>Sustained funding for IT platform and staff to support implementation and on-going deployment of resources</p>
<p>Strategy 4. Advance targeted interventions to identify individuals at high risk of being involved in gun violence and divert these individuals away from participating in gun violence.</p>				
<p><i>Transition plan in 2024/2025:</i></p>				
<p>Critical Incident Response Enhanced violence interruption</p>	<ol style="list-style-type: none"> 1. Critical incident deployment 2. Shots fired reviews 3. Conflict mapping 4. Hotspot remediation 5. Retaliation prevention 	<p>Enhanced violence interruption. Reduced retaliatory violence in focus areas.</p>	<ol style="list-style-type: none"> 1a. Number/geographical service areas of shots fired notifications deployed to 1b. Number of cyclical/retaliatory gun violence interruptions 2. Number of shots fired reviews 	<ol style="list-style-type: none"> 1. Capacity strengthening and MOUs in geographical service areas to support CVI violence interventions 2. Processes, infrastructure, and ongoing training for violence

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
	6. Major event, vigil, funeral community safety (Ex. SeaFair)		3. Number of community conflicts mediated 4. Location/type of hot spot remediation 5. Stories of retaliation prevention by staff 6. Number of community healing events held quarterly	interruption staff to document deployments, responses, interruptions, and mediations 3. Sustained funding
<p>Intensive Outreach: Cognitive Behavioral Intervention (CBI) Outreach to engage (may require multiple attempts), risk assessment, safety plans (on-going), and relentless (high dosage) engagement and cognitive behavioral intervention for highest risk individuals.</p>	<p>1. Risk assessment on intake (at 6/12/18 month intervals and at exit) 2. Safety plan (on-going) 3. Cognitive behavior intervention x 2 cycles of curriculum (minimum) 4. Daily safe passage (5+ days/week or as needed for major events)</p>	<p>Improved relentless engagement of high-risk young people. Increased number of young people who receive CBI. Decreased risk-level of young people in program.</p>	<p>1. Number of young people enrolled (by age, race/ethnicity, gender, and zip code/city of residence) 2. Number of young people connected to outreach worker, case manager, and both 3. Number of young people who lowered their risk level and/or who improve emotional regulation skills 4. Number of young people with a safety plan (safety and needs assessment) 5. Narrative about the circumstances/places where young people feel safest 6. Narrative reasons why young people may choose to carry a gun reported quarterly</p>	<p>1. MOUs for referrals from DJAD, PAO and other municipal PDs 2. Processes, infrastructure, and ongoing training for staff to assess and document individual changes in risk level and/or emotional regulation skill change 3. Processes, infrastructure, tools, and ongoing training for outreach workers to understand, collect, document and report contact attempt, contact engagement, and CBI engagement data for their clients 4. Sustained funding</p>
<p>Resource Navigation Case management and systems navigation support for Regional Peacekeeper Collective clients-housing, education, and employment via Individual Service Plan (ISP)</p>	<p>1. Individual service plan/goal setting on intake and updated 6/12/18 months. 2. Connecting to resource 3. Enrolling in program/services identified on ISP</p>	<p>Improved safety and stability of young people</p>	<p>1. Number of young people who establish basic needs and safety/stability goals and types of goals established annually 2. Number of young people connected to appropriate resources and types of resources/services quarterly 3. Narratives of barriers to</p>	<p>1. Case management support for developing ISP, managing service navigation, facilitating service access, and documenting related case management data 2. Increased funding for more case managers</p>

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
			connecting young people to services reported quarterly 4. Narrative impact of services on young people	
Restoration Services and Family Support Post-hospitalization support for victims of firearm injury and family	Intake and needs assessed (3-6 month follow up)	Families connected to resources and after-care	A. Number of households connected to family support specialist	Sustained funding (currently City of Seattle and KC)
Healing and Education Events Pop up community engagement events to raise awareness of Regional Peacekeeper services	Events (monthly/quarterly)	Community engaged and feels supported	A. Number of hot spot engagement events held quarterly	Sustained funding
<i>Hospital-Based and Community-Linked Intervention (Harborview Medical Center)</i>				
Survivor Peer Support Engagement at bedside to build trust/rapport	1. Engagement with all new patients 2. Daily contact with patients while in hospital	Patients are connected to peer support and increased consent for after-care	Number of firearm injury patients (by cause [assault, accidental], outcome [survived/deceased], age, gender, race/ethnicity, ZIP code/city of residence) by month	Sustained funding
Resource Education Information sharing on community-based resources and aftercare	Intake and consent to care meetings with each eligible patient	Patients are informed and aware of available resources		Sustained funding
Referral to Services Peacekeepers, Seattle Community Safety Initiative (SCSI) or Urban League based on eligibility (age/geographic region)	Referral to community-based care	Improved referral from HMC to community-based care	A. Number of patients engaged, declined, and referred to Peacekeepers monthly B. Documented capacity strengthening referral declination reasons, progress and process improvements made, and engagement success stories monthly	Sustained funding
<i>Community Violence Intervention (CVI) Training Academy, planning phase in 2025 and implementation in 2026</i>				
CVI Workforce Development Skills training in CVI best	1. Bi-weekly meetings with planning	Community informed Community Violence	A. Number of planning meetings with community leaders	Sustained funding

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
practices and evidence-based methods	team 2. Listening Sessions 3. Literature Review	Intervention Training & Well-being Academy Curriculum & Implementation	B. Number of TA sessions with local/national experts C. Best practices for CVI	
Cross Training for First Responders CVI frontline workers, law enforcement & hospital based/EMT collaboration	1. Listening sessions 2. Planning meetings		workforce well-being and professional development needs identified from public health and social services literature review and analysis	
Capacity Building for CVI Ecosystem Consultation and peer learning with national experts on CVI field	1. Monthly consultation/coaching with national CVI training experts 2. Site Visit Peace for DC		D. Local frontline CVI workforce needs identified from listening sessions. Local CVI workforce well-being (survey) E. Curriculum and implementation	
Strategy 5. Use data, best practices, and reporting to create an evaluation plan for activities overseen by the Regional Office.				
<i>Transition plan in 2024/2025:</i>				
Evaluation Plan Evaluate impact of coordinated approach and Regional Office initiatives and utilize Public Health firearm data for data-driven situational awareness	1. Planning and coordination meetings 2. Process development and technical assistance 3. Research and data collection 4. Monthly and quarterly analysis 5. Quarterly and annual reporting and dissemination	Improved monitoring and evaluation of Regional Office programs	A. Yearly updated evaluation plan, logic model (including metrics and outcomes) and theory of change for Regional Office coordination and initiatives B. List of reports and data products created and shared with Regional Office and community partners	1. Increased resources/staffing for research and evaluation to produce desired metrics and outcomes. 2. Funding to support collaboration with UW Firearm Injury Prevention and Research Program (FIPRP)
Strategy 6. Address funding through a comprehensive review of all funding sources available.				
<i>Transition plan in 2024/2025:</i>				
Staff and leadership seek funding opportunities Secure on-going sustainable support for core services and enhancements	1. Budget decision packages completed 2. Funding sources identified 3. Funding sources monitored for funding opportunities	Increased and diversified sources of funding for Regional Office	A. List of funding proposals developed by Regional Office each year B. Amount of funding secured C. Percent of applications funded	1. Grant writer(s) FTE 2. Coordinated strategy for engaging philanthropy

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
	4. Grants submitted 5. Funding level secured			
Other Regional Office work				
Strengthen Additional Systems and Relationships				
State Partnership Expansion and peer learning to share best practices and scale programs	1. Monthly meeting 2. Annual conference	1. Funding to sustain Regional Office programs 2. Funded CVI services in KC geographic service areas 3. Funded annual statewide CVI Conference	State Budget asks for: A. Dedicated funding for Regional Office (Gov. Budget/Commerce etc.) B. Dedicated funding for CVI initiatives C. Annual budget for TWEGV Conference	Coordinated state relations
National Offices of Violence Prevention Network (NOVP) and National Experts Alignment with national best practices and priorities, resource sharing and peer learning across OVPs and with White House Office of Gun Violence Prevention	1. Biweekly TA sessions with NOVP 2. Monthly meeting 3. Quarterly meeting 4. Annual NOVP Convening 5. Monthly/quarterly TA from Everytown for Gun Safety, Roca Impact Institute, PCITI etc.	1. Regional Office programs and services aligned with NOVP best practices within similar county-based models 2. Regional Office services informed by national best practices and advocated for by experts	A. Annual number of meetings with NOVP network per year B. List of best practice alignments facilitated by collaborations within NOVP network C. List of aligned efforts facilitated by convenings with National Institute for Criminal Justice Reform, Everytown for Gun Safety, Alliance for Gun Responsibility, and other intergovernmental/cross system partners	Increased staffing (1-2 FTE)
School Safety Support Co-design and planning for school safety	Annual planning and ad-hoc meetings			Partnership with City of Seattle, PSESD and SKC Schools
Public Awareness				
Local and National Conferences Plan and implement annual Together We End Gun Violence (TWEGV) conference, attend and present at 1-2 national CVI conferences	1. Weekly/Monthly Conference Planning meetings 2. Attend & speak at national conferences including Cities United, Giffords, Health Alliance for Violence	1. Increased connection within network of providers county & statewide 2. Increased national awareness and peer connections/support for King County efforts	A. Number of TWEGV registrants and organizations/year B. Description of TWEGV impacts (ex: increased understanding of best practices, number of frontline workers trained, enhanced awareness of CVI practices and efforts, relationship building, and	Increased staffing (1-2 FTE)

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
	Intervention, etc. to share KC efforts.		motivation) C. Recommendations for following year (via participant survey)	
National Gun Violence Awareness Day/Week/Month Annual activities to raise public awareness and promote gun violence prevention, intervention, and restoration programs	1. Planning meetings 2. Communications planning 3. Logistics management 4. Scheduled events	Increased public awareness of gun violence prevention, intervention, and restoration programs	A. Annual number and list of Regional Office awareness raising events per year B. Public awareness of gun violence and community interventions and programs (survey)	Increased staffing (1-2 FTE)
Gun Lock Box Giveaways Promote Firearm Safety	1. Planning meetings 2. Identify locations 3. Communications planning 4. Logistics management 5. Scheduled events	Increased distribution of firearm safety devices	A. Annual number of units of firearm safety equipment distributed at giveaways B. Annual reach of firearm safety units distributed at giveaways	Increased staffing (1-2 FTE)
Local Public Awareness Campaigns Implement/amplify gun violence awareness campaigns	Ongoing campaign plan development and implementation			Increased staffing (1-2 FTE)
Operational Functions				
Administration and Finance Complete activities balancing community needs and fiscal and contractual responsibilities	1. Budgeting 2. Invoicing 3. Contracting 4. Monitoring 5. Reporting 6. Procurement	Increased efficiency and efficacy in admin and finance function	A. Tracker of each process with timestamps B. Clear policies and procedures including examples	Increased staffing for program/project management being split between operations and gun violence prevention initiative
Engagement Convene, inform, and educate across government, community partnerships, and public	1. Convenings (cross-systems and with community) 2. Monthly/bi-weekly meetings with municipal leaders 3. Messaging and communications strategies 4. Briefings (Council(s), media, Board of Health,	Increased awareness and visibility of and buy-in for sustained regional approach to gun violence prevention, intervention, and community restoration	A. # of convenings & meetings held B. # report-outs/briefings held C. # of events held	Increased staffing (1-2 FTE)

P2 Strategy Transition Plan	Activities	Outcomes	Measures	Implementation Details
	White House etc.) 5. Public events/conferences 6. Quarterly meetings with national experts/NOVPN 7. Talking point development for speaking engagement, speeches, briefings, etc.			
Capacity Building by Intermediary				
1. Contracting CBOs for Peacekeeper services 2. Fiscal oversight/invoice management 3. Referral management 4. Caseload assignment of outreach/case management services 5. Client case staffing 6. Training Coordination 7. Data collection/reporting	1. Weekly all staff meeting - caseload assignments and client staffing (client progress, barriers/problem solving) 2. Scheduled trainings 3. Leadership team meeting (monthly) 4. Evaluation and reporting meetings (weekly/monthly)	Improved capacity of CVI operations and management within CBO's	A. Number of contracts executed by intermediary B. Number of trainings facilitated by intermediary C. List of processes established through intermediary for contracting and fiscal oversight, referral and case management, and data collection and monitoring, barriers to CBO's CVI capacity and continued needs	1. Regional Office staff support to ensure implementation of Peacekeepers model with fidelity 2. Sustained funding

Appendix C. Inventory of Best Practices

Community Violence Intervention (CVI) Model	Evidence
<p>Richmond, CA: Operation Peacemaker Fellowship Mentorship, cognitive behavioral interventions, internship and employment path, stipends for goal achievement</p>	<p>Findings from the Operation Peacemaker Fellowship in Richmond, California, where fellows receive person-specific mentorship, cognitive behavioral therapy, internship opportunities, and stipends up to \$1,000 per month for achieving program goals, indicated that program was associated with 55% fewer homicides and 43% fewer assaults when compared to its pre-implementation period.</p>
<p>Baltimore, Maryland: Roca Focus on highest risk, outreach, case management, cognitive behavior therapy, job readiness and employment services</p>	<p>Through outreach, case management, cognitive behavior therapy, and the provision of support services, Roca programs have helped reduce the likelihood of recidivism for participants by 42–46% over a three-year period compared to a similar population. Furthermore, though young people with violent offenses often recidivate with similar or more violent offenses, among Roca participants—66% of which had a violent history—only 18% recidivated for a violent offense within three years.</p>
<p>Chicago, Illinois: CRED</p>	<p>Chicago CRED’s comprehensive street outreach strategy is associated with reducing the likelihood of injury or death among program participants by nearly 50%, according to early findings from the Northwestern Neighborhood and Network Initiative (N3) at Northwestern University. Participants were also 48% less likely to be arrested for a violent crime 18 months after starting the program. Chicago CRED’s founders are Arne Duncan, former Secretary of Education, and Laurene Jobs, philanthropist.</p>
<p>Oakland's reduction in gun violence</p>	<p>Oakland found that addressing violence requires engagement from a wide array of stakeholders working in true partnership—requiring collaboration between community members, city officials, and law enforcement officers.</p>
<p>National Institute for Criminal Justice Reform (NICJR)</p>	<p>Effective gun violence reduction strategies are highlighted in this report. When implemented with fidelity, these interventions have been successful at reducing violence, with many initiatives showing improvements in the first six to twelve months of implementation. The four strategies highlighted all incorporate similar best practices:</p> <ol style="list-style-type: none"> 1) Gun Violence Reduction Strategy (also known as Ceasefire); 2) Hospital-Based Violence Intervention; 3) Office of Neighborhood Safety/Advance Peace; 4) and Street Outreach: Identifying and focusing on individuals, groups, and communities at the highest risk of being involved in violence; employing credible messengers/community outreach workers to engage those individuals and groups in a positive and trusting manner; and Providing ongoing services, supports, and opportunities to high-risk individuals.

Community Violence Intervention (CVI) Model	Evidence
<p>Sacramento's Advance Peace Model Credible messengers; daily street outreach to Fellows and others that are in their influential circles; Life Management Action Plan (LifeMAP) - an individualized pathway to avoid violence and heal. Each LifeMAP is tailored to the specific needs of each fellow and includes goals to reach during the 18-month Fellowship, such as getting a GED, driver's license, and obtaining substance abuse or anger management supports. As part of the Peacemaker Fellowship, additional supportive services are offered and can include mental health counseling, job development, stipends, life skills classes and transformation travel.</p>	<p>Outcomes of the Advance Peace (AP) model in the Sacramento Program which implemented the 18-month Peacemaker Fellowship for 50 fellows who were engaged by 6 Neighborhood Change Agents between July 2018 and December 2019: Gun homicides and assaults declined by 22% in all the AP Zones combined; Gun homicides and assaults declined by 39% in the Del Paso Heights AP Zone; Gun homicides and assaults declined by 21% in the Oak Park AP Zone; Gun homicides and assaults declined by 2% in the South Sacramento AP Zone; Gun homicides and assaults declined by 10% citywide.</p>
<p>Philadelphia's abandoned home remediation Structural interventions to abandoned houses.</p>	<p>In this citywide cluster randomized controlled trial of 63 clusters containing 258 abandoned houses and 172 participants, abandoned houses that were remediated showed substantial drops in nearby weapons violations (-8.43%), gun assaults (-13.12%), and to a lesser extent shootings (-6.96%). Substance-related outcomes were not reliably affected by the interventions, and no effect of either intervention was found for perceptions of safety or time outside for nearby residents. Abandoned house remediation was directly linked to reduced gun violence and may be considered in efforts to create safe and healthy communities.</p>
<p>Connecticut's TRUE HAVEN stable housing provision for gun violence reduction</p>	<p>TRUE HAVEN aims to lower rates of community gun violence by fostering the stability, wealth, and well-being of individuals and families directly impacted by incarceration through the provision of stable housing and by breaking the cycle of trauma. TRUE HAVEN will generate data on the effect of a novel intervention package on reducing community gun violence. At this project's completion, evidence for whether and how addressing structural racism citywide by increasing housing stability and home ownership, income and wealth, and access to mental health services will lead to a reduction in gun violence will be available.</p>

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