

*Gang Free Initiative:
City of Yakima Strategic Plan
Public Safety Strategy #4*



Table of Contents

This section of the strategic plan contains the strategies, performance measures, and expected outcomes of the Gang Free Initiative through 2013 and is consistent with the Yakima Gang Free Initiative Community Action Plan: A Comprehensive Approach to the Prevention, Intervention, & Suppression of Youth Gangs adopted by City Council on February 21, 2012.

Introduction	2
Community Mobilization	4
GFI Organizational Chart.....	6
Opportunities Provision	7
Social Interventions	8
The Youth Development Team	8
Outreach	9
Screening & Referral	10
Individual Needs Assessment.....	11
Behavioral Interventions.....	12
Family Support Services	12
Suppression.....	13
Organizational Change & Development	14
Coordination & Resource Development.....	14
Youth & Family Development Center	15
Youth & Family Development Fund.....	16
Gang Resistance & Intervention Framework.....	17
Yakima Truancy Project.....	18
Funding The Initiative	19
GFI Long-Term Impact	2-

Introduction

Honorable Mayor and City Council Members:

The activities described herein follow the strategic actions recommended by the GFI Steering Committee included in the *GFI Community Action Plan: A Comprehensive Approach to the Prevention, Intervention and Suppression of Youth Gangs*, developed under the guidance of the GFI Steering Committee and adopted by City Council on February 21, 2012. Unlike other plans, it emphasizes prevention and intervention strategies at the neighborhood level and positions the City of Yakima together with community partners in a researched based, data driven, and outcome focused effort over the next 3 to 5 years.

This action plan targets the greater City of Yakima with special emphasis on “hubs” of gang activity in three neighborhoods—Northeast, North Central, and Southeast. The implementation activities herein were developed in support of five core strategies and corresponding objectives:

1: Establish a coordinated collaboration process to impact gang activity citywide.

Objective: Implement OJJDP Gang Model.

2: Establish a GFI Prevention & Intervention Service Network.

Objective: Develop service partnerships to directly address the gang issues within the City of Yakima.

3: Establish a data and research analysis process to keep the City Council, City Manager and GFI Committee aware of gang trends and GFI impact on an on-going basis.

Objective: GFI Coordination & Evaluation Services.

4: Build capacity in gang prevention and intervention programs/strategies.

Objective: Youth & Family Development Centers.

5: Develop a sustainable funding strategy to support implementation efforts.

Objective: Youth & Family Development Fund.

continued

GFI Vision Statement:

The vision of the GFI is to create a safe, peaceful, gang-free community resulting in a high quality of life for our families.

Introduction

The OJJDP Comprehensive Gang Model

Community Mobilization:

Involvement of local residents, including former gang youth, community groups, and agencies; and coordination of programs and staff functions within and across agencies.

Opportunities Provision:

Development of a variety of specific education, training, and employment programs targeting gang-involved youth.

Social Intervention:

Youth-serving agencies, schools, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reaching out and acting as links to gang-involved youth, their families, and the conventional world and needed services.

Suppression:

Formal and informal social control procedures, including close supervision or monitoring of gang youth by agencies of the criminal justice system and also by community-based agencies, schools, and grassroots groups.

Organizational Change and Development:

Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.

Office of Juvenile Justice & Delinquency Prevention, 2009

The GFI Advisory Group recommends that City-endorsed programming be coordinated and implemented within each of the OJJDP five core strategies. Activities should be closely coordinated and integrated to ensure that the work of collaborating agencies is in line with the comprehensive anti-gang plan and based on the following guiding principles:

- No single program will fix the gang problems in our community.
- Strong public leadership by the City Council, City Manager and Chief of Police is essential.
- A coordinated and organized effort among all City departments, other government and community agencies is required to see results that integrate prevention, intervention, and suppression.
- A multidimensional anti-gang strategy should target youth between the ages 11-20 who exhibit high-risk behaviors and gang involvement.
- Young people who would move up the ladder of gang membership and activity are those who commit intentional acts of violence or are arrested for gang related incidents.
- The impact of gang members' actions not only adversely affects their parents, siblings, and other family members but the whole community—including the victims of gang violence who must deal with the horror of losing a loved one and the agony of having to deal with a variety of agencies to get restitution and support.
- To be effective, all programs and services focused on gang prevention and intervention must be culturally competent, linguistically sensitive, and accessible to the entire community.

These principles will be inculcated within each service agreement entered into between collaborating partner and the City of Yakima.

Respectfully Submitted by

The City of Yakima Gang Free Initiative Steering Committee

GFI Mission Statement:

The City of Yakima Gang Free Initiative will engage the community in developing suppression, prevention and intervention strategies that support and promote positive youth development strategies targeting our highest risk citizens.

Community Mobilization

Strategy: The Gang Free Initiative Advisory Group

The work of the collaborating partners, as set forth in this Plan, will be overseen by the City of Yakima GFI Advisory Group. The GFI Advisory Group is comprised of local stakeholders who focus their efforts on furthering the GFI objectives via various tasks as they relate to the reduction of gang related crimes and activity within the City. Advisory Group oversight will be provided by the **Chief of Police**. Current Advisory Group committees are:

1. **Executive Committee.** The Executive Committee provides leadership to the Advisory Group by ensuring the vision, mission, and activities of the GFI are fulfilled. The Executive Committee will include a minimum of two City Council Members, the Chief of Police, and GFI Consultant.
2. **Marketing and Community Education Committee.** This committee develops and recommends all policies pertaining to the marketing of the Gang Free Initiative, including development and assessment of a comprehensive marketing strategy for the recruitment of partners and donors; formulation of a marketing schedule, and development of all marketing materials. Priorities for the first year of implementation include website development, marketing campaign, and cultivating media partners.
3. **Planning and Development Committee.** The aim of this committee is to secure organizational and financial stability for the Gang Free Initiative, promote the mission of the GFI and ensure the representation of community needs and interests in routine plan updates. Also within the purview of this committee are the priorities described in the Organizational Change and Development strategy. Priorities for year one include facilities acquisition and coordination of fundraising activities.
4. **Implementation Committee.** The purpose of this committee is to ensure the effective and efficient implementation of the Community Action Plan. Priorities for the first year include identification of potential service providers and, working in tandem with the GFI Coordinator, negotiate partner agreements (MOU's, MOA's & Contracts) that will govern the delivery of services, and oversee the activities of the Youth Development Team and outreach workers.

GFI Advisory Group Role:

- *Set policy & promote policies that will further the goals of the gang strategy*
- *Oversee direction*
- *Remove barriers to service*
- *Increase social and economic opportunities*
- *Develop effective procedures*
- *Determine priorities*
- *Monitor progress*

The Advisory Group may also establish Ad Hoc committees or temporary workgroups to address specific issues. These committees will have a limited duration and may involve non-Advisory Group members or Subject Matter Experts.

PERFORMANCE MEASURES	Current	2013
Advisory Group Meetings	12 (monthly)	4 (quarterly)
Advisory Group Membership Retention	13	15
Advisory Group Participation Rate (includes committees)	77%	80%
Advisory Group Attendance (includes committees)	60%	90%
Advisory Group Member Satisfaction	No Data	90%

Community Mobilization *cont.*

Strategy: The Gang Free Initiative Advisory Group

The Advisory Group involves representatives of key organizations and other community leaders within the City of Yakima. It guides implementation of the Plan by responding to barriers to implementation, developing sound policy, lending support to the project where and when appropriate, and taking general ownership of the communitywide response.

The Advisory Group must also create and maintain interagency and community relationships that facilitate project development. Advisory Group members will work with residents in the target neighborhoods and community leaders to elicit their ideas and afford them a voice in identifying services and activities in the community. The committee will facilitate the development of community groups including, but not limited to, block watches, parent support groups, or other community alliances and coalitions.

Advisory Group Sector Representatives:

- | | |
|-----------------------------------|-------------------------------|
| • Behavioral Health | • Schools |
| • Business | • Police |
| • City Government | • Primary Health |
| • Civic & Volunteer Organizations | • Parents |
| • Faith-based Organizations | • Youth |
| • Juvenile Court | • Youth Serving Organizations |

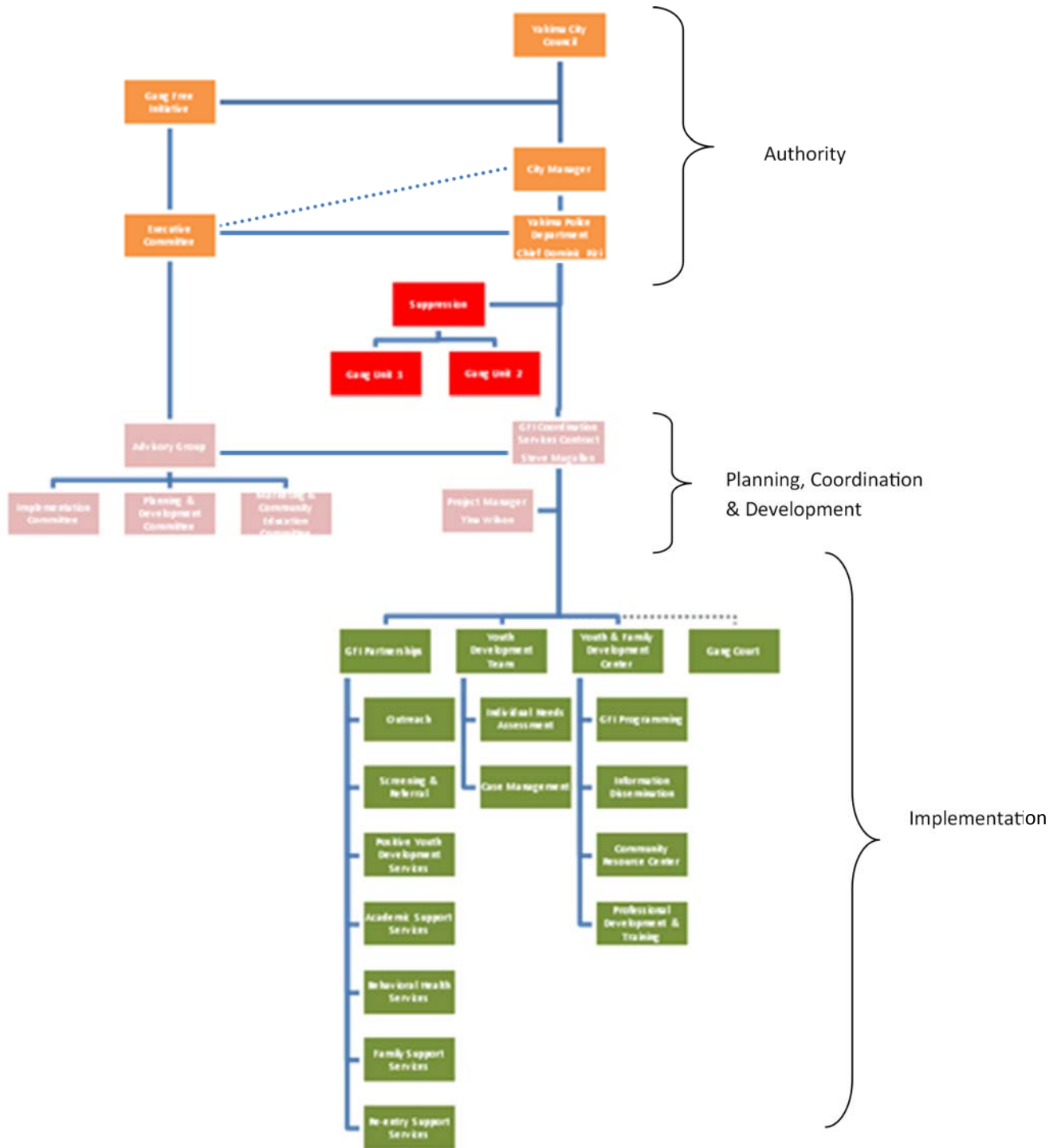
Community residents in the target area will be offered programs and training to educate parents, business owners, and neighborhood groups about gangs. In the first 3 years of implementation, Community Mobilization efforts will focus on accomplishing the following performance measures:

PERFORMANCE MEASURES

	Current	2015
Community Partnerships supporting GFI priorities	0	12
Increased Student reporting [of gang related activity]	2%	20%
Increase number of gang-free locations [safe zones] for youth	1	4
Increase interagency cooperation supporting GFI priorities	0	4
Increase graffiti abatement capacity through community partnerships	0	3
Increase community reporting [of gang related activity]	No Data	+20%
Increase Block Watch participation	20	+30%
Increase Block Watch utilization	127	+20%
Increase volunteerism supporting GFI priorities & services	0	10% annually
Increase community awareness of crime reporting procedures	No Data	10% annually

Community Mobilization *cont.*

Yakima Gang Free Initiative Organizational Chart



Opportunities Provision

Strategy: Partner-Driven positive youth development programs and activities.

Opportunities Provision refers to the development of a variety of specific education, training, and employment programs targeting at-risk and low level gang-involved youth. Special access to economic opportunities in the local and wider community must be provided for targeted youth including job-related education opportunities such as special educational and vocational skills and readiness training structured within regular schools, training programs, and mainstream job opportunities.

Education, training, and job opportunity strategies will be integrated with those of positive youth development, along with close supervision and social control, as necessary. Grassroots, faith-based, and community youth agencies can be involved through the sponsorship of life skills training, tutoring, vocational, and job development/ placement programs for targeted youth.

The City Administration and the City Council should prioritize funding of existing, effective, promising programs that establish targets for outcomes and outputs in a coordinated and collaborative manner with the City's funding source, i.e. Parks and Recreation, Police Department or private foundations. In addition, the City should enter into collaborative funding ventures only in instances where the partner has provided assurances regarding the use of evidence based programs and adherence with the core operating principles adopted by the GFI Advisory Group. The GFI Prevention & Intervention Service Network is intended to create a neighborhood-based inventory of gang prevention and intervention programs and activities closely aligned with GFI's core principles and utilization of evidence-based programs.

POSITIVE YOUTH DEVELOPMENT

Life Skills Training

Academic Support

Mentoring

Career Exploration

Health & Wellness

Recreation

Arts & Culture

FY13 GFI Proposed PYD Service Partnerships

Madison House Tutoring Incentive Program: Provides opportunities for youth to receive after-school homework help, tutoring, and other education based programs to see the world beyond their circumstances.

Program Outputs: 50 youth, 120 tutoring sessions, 3,600 tutoring hours through December 31, 2013.

Outcome: Improved academic performance among program participants.

YMCA ASPIRE Mentoring Program: Site-based mentoring for youth in the Northeast Yakima target area.

Program Outputs: 60 Mentees, 60 Mentors, 60 mentoring matches by June 30, 2013, 540 mentoring hours through December 31, 2013.

Outcome: Decreased risk of gang involvement among program participants.

YPAL Life Skills Program: Provides targeted youth with immediate help in the areas of health and wellness; anger, time, and money management; and educational tutoring for the express purpose of mentoring the youth into responsible, positive citizens.

Program Outputs: 120 youth, 1,440 life skills hours through December 31, 2013.

Outcomes: Decrease in attitudes favorable to gangs and violence among program participants.

Social Interventions

Strategy: Youth Development [Multidisciplinary] Team

The *Youth Development Team* is at the core of the OJJDP Comprehensive Gang Model [Intervention] and plays a key role in identifying and delivering intervention and prevention services. This team is composed of a multidisciplinary group of professionals from the fields of law enforcement, probation, outreach, education, and social services, who work together to case manage the intervention targets of the action plan and to identify additional prevention, intervention, and suppression activities needed in the target communities. Participation on the Youth Development Team can increase the effectiveness of each agency's efforts, reduce duplication of services, increase access to needed services, and ensure that gang members are held accountable for their actions.

By identifying and providing concentrated services to those within the gang culture, the team's activities will also serve to improve the quality of life for all residents of Yakima by reducing gang crime and improving community safety.



OJJDP, 2009

Youth Development Team Role:

- Creating individualized case management plans for gang members participating in the project.
- Engaging gang members in direct services to address their specific needs.
- Working together to dismantle or surmount barriers to accessing services.
- Holding gang members accountable for negative behaviors.
- Assisting gang members in transitioning out of the gang lifestyle.
- Improving the effectiveness of agencies serving gang-involved clients.
- Reducing overall gang-related crime in the community.

Social Interventions

Strategy: Outreach

Outreach activities within the OJJDP Comprehensive Gang Model play a critical role. The primary focus of the outreach services is to build an ongoing and pro-social relationship with youth and families while linking them to appropriate services. **Targeted outreach** will be established to focus on core gang involved youth, with special capacity to connect pre-adjudication and in the local community setting. **General outreach** activities such as recreation and arts, will be carefully integrated with existing and new prevention services not to become a primary focus, but rather a means to build relationships with clients and provide access to essential resources and services.

FY13 GFI Proposed Outreach Service Partnership

Yakima Juvenile Court: Provides targeted outreach to high risk youth and their families.

Program Outputs: 30 youth through December 31, 2013.

Outcome: Lowered risk of gang involvement among participating youth.

Outreach Specialist Role:

- Identify youths' needs and goals to help the team develop a more comprehensive intervention plan.
- Coach and provide role models for each youth.
- Coordinate appropriate crisis responses to project clients following episodes of violence in the community.
- Provide assistance to families in distress, ranging from accessing basic services to helping resolve family conflict.
- Visit clients who are incarcerated and helping to reconnect them to services when they are released from custody.
- Resolve conflicts and/or mediating between clients, their families, other youth, and/or agencies.
- Act as a liaison between project clients and service providers/schools to facilitate client access to services.
- Work with clients who are seeking employment, from helping these youth develop résumés, to identifying their skills and qualifications, to helping them apply for jobs or work with workforce services programs.
- Conduct gang awareness presentations in schools.

Yakima Police Activities League: YPAL outreach services will build ongoing and pro-social relationships with youth and families while linking them to appropriate services. Outreach activities, such as recreation and arts, will be carefully integrated with existing and new prevention services not to become a primary focus, but rather a means to build relationships with clients and provide access to essential resources and services.

Program Outputs: 4 Gang Awareness Seminars, 250 youth through December 31, 2013.

Outcome: Lowered risk of gang involvement among participating youth.

PERFORMANCE MEASURES

	2012	2013
General outreach (gang awareness seminars)	0	4
General outreach targeting low to moderate risk youth	0	250
Targeted outreach to high risk youth	0	30

Social Interventions

Strategy: Screening & Referral

Screening or “Triage” is a brief assessment of the youth’s current status to determine individual and family priorities. It is important that team members create a protocol for screening and assessing new clients. Outreach workers present information about prospective youth to the team, outlining how each youth meets the screening criteria. The team members can then come to consensus about whether a youth is suitable for case management.

A screening team, including outreach workers and members of the Youth Development Team, should meet regularly to review the referral materials that have come in. The screening process may indicate the need to refer the youth to crisis services. Upon gathering all information and determining eligibility based on the established criteria, the screening team will make a determination. They will also take into consideration the ability of the program to serve the family based on current caseloads. A waiting list could be created in the future if we reach capacity.

Referral is an informal, ongoing process for reviewing information related to youth who show signs of being at risk of gang involvement or have been determined to be gang involved. The referral process includes Youth Development Team review of screening and other information on referred youth, and the Teams decision about whether to add the youth to the caseload.

FY13 GFI Proposed Screening & Referral Service Partnership

Yakima Police Activities League: Utilization of the Washington Assessment of Risk and Needs of Students to determine placement within the GRIP framework.

Program Output: 50 youth screened with WARNS by December 31, 2013, Refer 50 youth by December 31, 2013.

Outcome: Lowered risk of gang involvement among participating youth.

Yakima County Juvenile Court: Utilization of the Washington Assessment of Risk and Needs of Students to determine placement within the GRIP framework.

Program Output: 30 youth screened with WARNS by December 31, 2013, Refer 30 youth by December 31, 2013.

Outcome: Lowered risk of gang involvement among participating youth.

PERFORMANCE MEASURES

2012

2013

Complete WARNS screening	0	80
Complete referrals to GFI partner services	0	80

Social Interventions

Strategy: Individual Needs Assessment

An individual needs assessment instrument should be developed to ascertain the status of each client when he is accepted into the project. The assessment instrument should be used for diagnosis, placement, and treatment planning and applicable in a variety of settings (i.e., school, jail, social service).

Individual Needs Assessment targets:

- Client goals, abilities, talents, and desires.
- Family situation and structure.
- Gang involvement of family members.
- Other family issues.
- Criminal history.
- Gang history (and gang affiliation).
- School history.
- Gang climate in the client's neighborhood.
- Substance abuse or mental health issues.
- History of abuse or neglect.
- Client's employment history and skill levels.
- Special circumstances.
- Agencies that are currently serving the client.
- Possible safety issues involving the client.
- Court requirements.

FY13 GFI Proposed Screening & Referral Service Partnership

Yakima Police Activities League: Use INA to diagnose, place, and plan treatment for high risk youth.

Program Output: 30 youth INA's by December 31, 2013, 30 behavior modification plans by December 31, 2013.

Outcome: Lowered risk of gang involvement among participating youth.

PERFORMANCE MEASURES

	2012	2013
Complete 30 INA's	0	30
Complete 30 Behavior Modification Plans	0	30

Social Interventions

Strategy: Behavioral & Family Interventions

Behavioral interventions target individual gang members and youth at high risk of being involved with gangs. GFI Partners will apply evidence-based interventions to help youth learn and experience positive alternatives. Services provided include case management and individual/family counseling with a licensed/registered therapist.

One of the "Evidence Based Practices" recommended by the OJJDP is Multi-Systemic Therapy (MST) which is considered the cornerstone of behavioral interventions for gang involved youth. The goal of MST is to reduce youth criminal activity and antisocial behaviors and to achieve these outcomes at a cost savings by decreasing rates of (re)incarceration and out-of-home placement. MST aims to achieve these goals by empowering youth and parents with the skills and resources needed to independently address these difficulties and cope with their complex environmental and social problems.

Services engage the full system of the adolescents life starting with the parents (caregivers). Parents and caregivers are brought into the process and family members collaborate with MST therapists in designing a treatment plan.

What makes MST unique is the 'high intensity' treatment. Unlike many other treatment models where the troubled youth sees a therapist at a clinic once a week, MST therapists go to the youth's home, school and community. MST has high rates of treatment completion because therapists provide treatment in the families' homes and other community settings. Going to the home overcomes the high dropout rates of other treatments because caregivers often have trouble getting families to appointments.

FY13 GFI Proposed Behavioral & Family Support Service Partnership

TBD: Engaging 10 high risk youth in evidence-based behavioral intervention and family support services.

Program Output: 10 youth by December 31, 2013.

Outcome: TBD

PERFORMANCE MEASURES

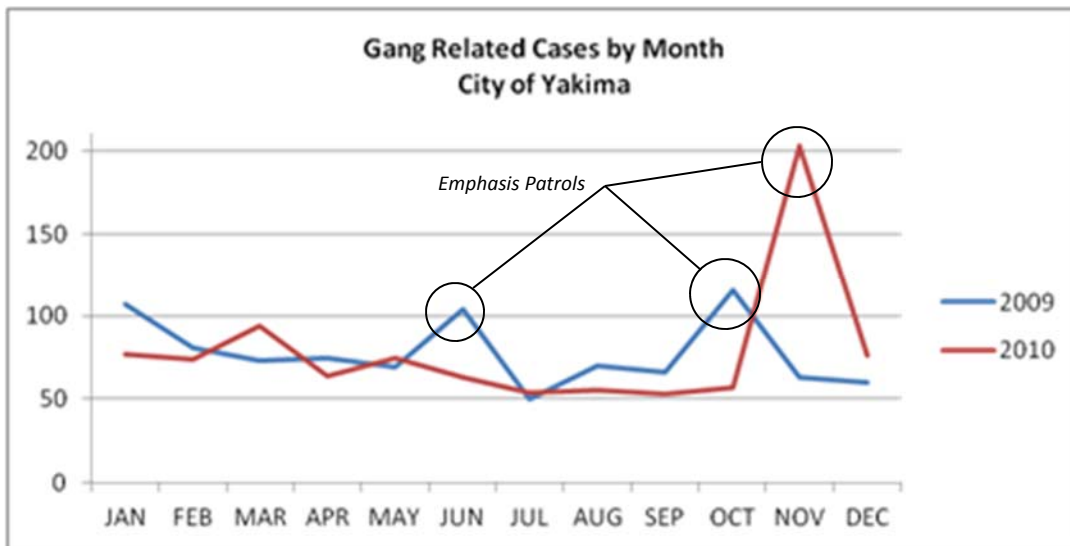
	2012	2013
Number of youth completing behavioral intervention	0	10
Number of families completing family support services	0	10

Suppression

Strategy: Targeted Emphasis Patrols

The Steering Committee recommends the City of Yakima expand the Targeted Emphasis Patrols as they serve to increase visibility and awareness that the police are in the area and prepared to act. Targeted Emphasis Patrols can be characterized as an increase in either the certainty or severity of official police reaction to gang activity in a specific area. Targeted Emphasis Patrols are proactive and have been effective in addressing general crime problems in addition to the gang targets in and around Yakima.

With the recently established Yakima County Gang Court, a multiagency approach to targeting current gang members with suppression measures while also targeting entire gangs with police suppression is now possible. Enhanced coordination can be achieved through *Targeted Enforcement Teams* consisting of gang unit investigators, a probation officer, a deputy district attorney, and a district attorney investigator. The teams will work together to selectively incarcerate the most violent and repeat older gang offenders in the most violent gangs, enforce probation controls on younger, less violent gang offenders, and arrest gang leaders in “hot spots” of gang activity. Once offenders are identified, they are monitored closely for new offenses and undergo intensive supervision when on probation for violation of probation terms and conditions.



PERFORMANCE MEASURES

2012

2013

Increase parental notification and response.	No Data	+10%
Decrease incidence of graffiti violations.	2507 (2011)	-20%
Increase citations for weapons violations.	1089 (2010)	+10%
Increase number of Gang Units	1	2

Organizational Change & Development

Strategy: Coordination & Resource Development

GFI Coordination is instrumental to ensuring a successful implementation of the strategic actions included in the plan. Coordination services work to establish and maintain linkages between public and private partnerships ensuring effective utilization of resources directed toward the suppression, intervention and prevention objectives. The coordination services with significant involvement from the GFI Advisory Group lead the partnership development activities over the past five months including identifying and recruiting service providers, facilitating the GFI Provider Orientation event held on August 1, 2012, and guiding the procurement process which resulted in four GFI services expansions and enhancements and four partnership agreement recommendations for City Council consideration. The proposed agreements will be discussed in detail at the November 27th Study Session.

Services provided under the coordination agreement also include meeting facilitation, website development and maintenance, and partner management. Coordination services not only coordinate current resources to better align them with the GFI anti-gang mission but also provide technical support aimed at enhancing service delivery through the application of evidence based programs and activities. These activities are ongoing.

In addition, development services (identifying and securing the necessary resources in support of plan implementation) are being conducted. Development is critical to the long term sustainability of the GFI initiative.

<u>Current GFI Development Activities</u>
<i>Anti-Gang Strategies Program – DISCONTINUED</i>
<i>Community Based Violence Prevention – UNSUCCESSFUL</i>
<i>Title V Disproportionate Minority Contact – FUNDED</i>
<i>\$70,000 in partnership with Yakima County Juvenile Court</i>
<i>\$10,500 to City of Yakima</i>
<i>Criminal Street Gangs – FUNDED</i>
<i>\$105,000 in partnership with Yakima County Juvenile Court</i>
<i>\$55,128 to City of Yakima GFI</i>
<i>Gang Intervention Specialist</i>

PERFORMANCE MEASURES	2012	2013
Identify existing sustained resources that can be redirected toward the initiative.	0	\$280,000
Leverage the development activities of the partner network to better target the service objectives of the initiative.	0	4
Participate in independent and collaborative grant and contract competitions.	3	3

Organizational Change & Development

Strategy: Youth & Family Development Center

The purpose of the Youth & Family Development Center (YFDC) is to establish a physical location from which centralized management and coordination functions supporting the implementation of the Community Action Plan would originate. In addition, the YFDC would function as the community's anti-gang "forum" or single point of access for information and services related to gang suppression, intervention and prevention. The core function of the YFDC is to serve as the nucleus of the strategic actions described throughout this comprehensive anti-gang strategy.

In addition, the YFDC would be home to the Youth Development Team, Yakima Truancy Project, and GFI Advisory Group whose functions are described in detail throughout this plan. It is the recommendation of the Advisory Group that the City of Yakima prioritizes the formation of a Youth & Family Development Center at one or more of the existing community centers and continues its support as a critical infrastructure item.

Youth & Family Development Center Activities

- Positive Youth Development Programming (e.g., Life Skills, Academic Enrichment, Career/Employment, Recreation)
- Information Dissemination
- Outreach
- Referrals & Screening
- Individual Needs Assessments
- Family Resource Services
- Parent Development
- Professional Development & Training

FY13 GFI Proposed Screening & Referral Service Partnership

People for People: Gang Free Yakima Connections—Call in Resource and Referral Service.

Program Output: Peak and Off Peak (TBD) telephone operators.

Outcome: Improved access to information and services.

PERFORMANCE MEASURES	2012	2013	2014
Northeast YFDC	1	Ongoing	Ongoing
Southeast YFDC	0	1	Ongoing
Northwest YFDC	0	0	1
Southwest YFDC	0	0	1

Organizational Change & Development

Strategy: Youth & Family Development Fund

The Yakima City Council authorized the Yakima Gang Free Initiative Youth & Family Development Fund to support the implementation of the GFI Community Action Plan.

The Fund, totaling \$140,000, represents 7% of the Council authorized utility tax increase approved on December 6, 2011. The Council's action supports the addition of 12 police officers along with the YFD Fund from the estimated \$2,000,000 in new revenue generated from the tax.

The purpose of the Fund is to address criminal street gangs by helping to ensure that our youth avoid gang membership and activities, as well as other future criminal behavior by expanding critical intervention and prevention services into our areas of greatest need. It is the intent to leverage local resources to support programs and activities that provide youth and families with the effective tools they need to resist criminal street gangs.

2013 Youth & Family Development Fund Leverage

City Investment—\$140,000

Projected Partner Investments— \$479,500

State & Federal Support—\$65,628

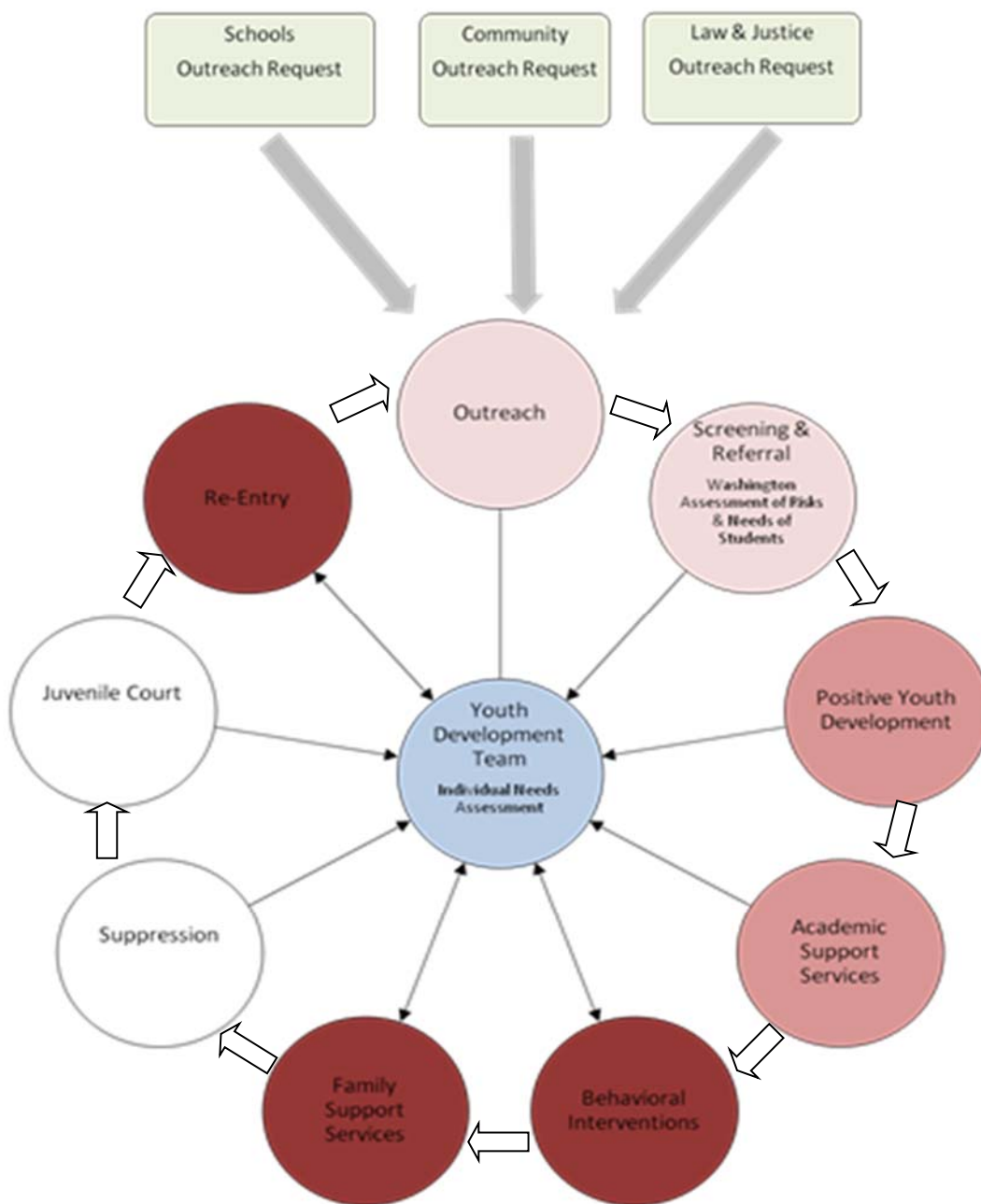
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PERFORMANCE MEASURES	2012	2013	2014
Partner Investment	0	\$280,000	\$560,000

Organizational Change & Development

Strategy: Gang Resistance & Intervention Framework

A fully integrated behavioral health model is required in order to effectively intervene in the gang problem. This would include a partnership among schools, law enforcement, social and behavioral health services and outreach agencies. It is especially critical that outreach agencies work collaboratively with referral based agencies. Collaboration, rather than coordination, raises the partnership to a level of equal responsibility and advisement of recommended programs. Coordination alone often results in compartmentalizing each agency's role and leaves no one with a global understanding of the problem.



Organizational Change & Development

Strategy: Yakima Truancy Project

The GFI Advisory Group established a Truancy Workgroup tasked with developing a collaborative truancy services model that incorporates the Youth and Family Development Center as a central location for service coordination. The project has identified four key partners: City of Yakima, Yakima School District, ESD105, and Yakima County Juvenile Court. The project is designed to expand and enhance existing truancy support mechanisms such as Education Advocates (ESD105), Family Support Specialists (YSD), Case Trackers (Juvenile Court) and Case Managers (Juvenile Court). The workgroup has been using the Family Truancy Intervention Program as the evidence-based model with one modification. The modification is the addition of Cultural Advocates to address family readiness factors and bridge the cultural gap between the school and family. The workgroup is finalizing the program design and will be conducting vigorous development (fund raising) activities in 2013. The workgroup met on June 5, June 26, July 10, July 31, and August 21.

*The Yakima Truancy Project is not a truancy center concept but rather a Truancy services cooperative effort between key resources.

<u>Yakima Truancy Project Key Components</u>	
Service Component	Partner
Family Advocates	TBD
Student Support Specialists	Yakima School District
Education Advocates	ESD 105
Case Trackers	Juvenile Court
Case Manager	Juvenile Court

PERFORMANCE MEASURES

	2010	2015
Reduce Truancy Rate (Grades 1—8)	674/1,000	500/1,000
Reduce Truancy Rate (Grades 9-12)	1,011/1,000	500/1,000

Funding the Initiative

Costs for the services described in this document have been negotiated with each of the GFI partners. The table below provides a total cost projection based on the negotiated amounts for each service including source of funding. It is important to note that two critical components of the GFI strategy have not been developed. They include behavioral interventions and family support services. An estimated amount based on local averages for like services has been inserted for budget planning purposes.

The total projected cost to implement the GFI services through December 31, 2013 is \$685,128. Administrative costs are projected at \$116,549 (\$86,354 for Project Coordination and \$30,240 for Development) for a grand total of \$801,677. 100% of the funds have been secured for FY2013.

Development activities would need to secure an additional \$108,000 to fund the required Behavioral Interventions and Family Support services. Development activities are underway to secure this additional funding.

GFI Funding Distribution	
Partner Agencies:	\$479,500 (60%)
City YFDF:	\$140,000 (17%)
City GFI Administration:	\$116,549 (15%)
State of Washington:	\$65,628 (8%)

Partner	Evidence Based Program/ Activity	# Served	City Investment	Partner Investment	Yakima County Gang Commission Investment	Total Project Cost
Juvenile Court	Targeted Outreach	30	\$ 0.00	\$ 0.00	\$ 38,628.00	\$ 38,628.00
YPAL	General Outreach	240	\$ 19,375.00	\$ 38,750.00	\$ 0.00	\$ 58,125.00
Juvenile Court	Screening & Referral	30	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
YPAL	Screening & Referral	60	\$ 19,375.00	\$ 38,750.00	\$ 0.00	\$ 58,125.00
People for People	Screening & Referral	60	\$ 9,250.00	\$ 18,500.00	\$ 0.00	\$ 27,750.00
People for People	Call Center (211)	NA	\$ 9,250.00	\$ 18,500.00	\$ 0.00	\$ 27,750.00
Madison House	Tutoring	50	\$ 11,000.00	\$ 34,500.00	\$ 0.00	\$ 45,500.00
YPAL	Life Skills	120	\$ 22,000.00	\$ 66,000.00	\$ 11,000.00	\$ 99,000.00
YMCA	ASPIRE Mentoring	60	\$ 0.00	\$ 30,000.00	\$ 15,000.00	\$ 45,000.00
YPAL & YVFWC	Individual Needs Assessment	50	\$ 38,750.00	\$ 77,500.00	\$ 0.00	\$ 116,250.00
TBD	Behavioral Interventions	10	\$ 6,000.00	\$ 22,000.00	\$ 1,000.00	\$ 29,000.00
TBD	Family Support	10	\$ 5,000.00	\$ 50,000.00	\$ 0.00	\$ 55,000.00
YPAL	Facilities Management	NA	\$ 0.00	\$ 85,000.00	\$ 0.00	\$ 85,000.00
All Partners	Multidisciplinary Team	30	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
ROI = 3.8:1			\$ 140,000.00	\$ 479,500.00	\$ 65,628.00	\$ 685,128.00
Magallan Consultancy Coordination Services			\$ 86,354.00	\$ 0.00	\$ 0.00	\$ 86,354.00
Magallan Consultancy Development Services			\$ 30,240.00	\$ 0.00	\$ 0.00	\$ 30,240.00
Total Administrative Costs			\$ 116,549.00	\$ 0.00	\$ 0.00	\$ 116,549.00
GRANT TOTAL			\$ 256,549.00	\$ 479,500.00	\$ 65,628.00	\$ 801,677.00

GFI Long-term Impact

OUTCOME INDICATORS	Baseline	2016
Juvenile Crime Rate	580	300
Self-reporting Gang Membership (Washington Healthy Youth Survey)	7% (2010)	3.5%
Yakima Murder Rate (Gang related)	4 (2010)	2