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Seattle SafeFutures Final Report



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**Seattle SafeFutures Program
Final Report
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SECTION I: PROGRAM ABSTRACT

CONTEXT

SafeFutures: Partnerships to Reduce Youth Violence and Delinquency was a program of the U.S. Department of Justice aimed at intervening with youth and families in the juvenile justice system. In Seattle, SafeFutures built in new ways on existing initiatives to improve collaboration among service providers and the juvenile justice system, identify and fill gaps in the current continuum of services for at-risk youth and families, and bring about long-term systems change in order to assure seamless and uninterrupted services to children and families at all levels of involvement in the juvenile justice system. Desired outcomes for the project included: reduction in family, individual and community factors that place youth at risk of becoming perpetrators or victims of criminal/violent acts; promotion of developmental assets within families, individuals and the community that protect youth; and effective interventions for youth involved in the juvenile justice system and for their families.

PROJECT ORGANIZATIONAL STRUCTURE

The City of Seattle Department of Housing and Human Services was the grantee for Seattle SafeFutures (SSF), providing fiscal management and staffing to the various aspects of the program. Implementation of the SSF collaboration occurred through the efforts of two key interagency groups: (1) the SSF Community Planning Board (CPB), which provided overall policy direction and (2) the SSF Interagency Staffing Group (ISG), which implemented numerous collaborative projects.

PRIORITIES FOR SEATTLE SAFEFUTURES

Key SSF activities fell into the following main areas:

- Direct Service Program Activities
- Systems and Services Coordination and Integration for Improved Service Delivery
- Systems Reform
- Evaluation of SafeFutures

Priority activities for each of the above areas are briefly summarized below.

Direct Service Program Activities:

SSF supported 11 model intervention programs to reach youth and families who were involved in or at risk of involvement in the juvenile justice system. These programs provided a range of services to youth and their families, with special emphasis on serving at-risk girls, Cambodian and Vietnamese youth and gang-involved youth. In addition to administering SF funds for direct service activities, SSF staff provided ongoing technical assistance to service providers. Technical assistance addressed the range of contractors' needs throughout the five year grant: program assessment, design and development, effective and coordinated implementation, ongoing program monitoring and outcomes-based evaluation and sustainment beyond the SF funding period.

Coordination and Integration for Improved Service Delivery:

Throughout SSF's five years, important coordination activities occurred at both the systems and service levels. At the systems level SafeFutures funding supported the SF Community Planning Board and Interagency Staffing Group, integration of SSF with the regional juvenile justice planning effort, and ongoing coordination with several other important local initiatives. At the service delivery level, SSF focused on developing and enhancing coordination among direct services, particularly those related to Seattle's implementation of the Spergel model for gang prevention and suppression. Many of the accomplishments achieved in this area have been sustained by the involved partners because they were found to be more effective ways to serve youth and families and reduce juvenile crime and delinquency. Much of the SSF's legacy in the Seattle/King County community was achieved in the name of systems/service coordination and integration.

Systems Reform:

SSF laid the foundation for a fundamental systems reform effort that has grown into the Reinvesting In Youth initiative (RIY). SSF's systems reform work launched RIY towards the overarching goal of developing a consensus across key political, institutional and community leaders about the need to provide greater investment in prevention and development programs for youth.

Evaluation:

SSF completed a local evaluation and fulfilled the requirements of the SF national evaluation. The local evaluation analyzed a range of youth outcomes and assessed SSF systems reform and collaboration efforts. (For detailed evaluation process and findings summary, see Attachment A, *Seattle SafeFutures Evaluation – Executive Summary, May, 2001*; Attachment B, *SSF Evaluation – Summary Findings*; Attachment C, *SSF Evaluation – Program Profiles*, Attachment D, *Data Entry Manual*).

SECTION II: VISION AND MISSION

On October 3, 1996, the Seattle SafeFutures Community Planning Board adopted the following vision and mission statements for the Seattle SafeFutures initiative:

Vision Statement

Seattle will be a safe and caring community in which youth, families and public and private agencies work together to improve community safety.

Mission Statement

The mission of the entire collaboration is to create a safe, caring environment for youth and families. To accomplish our mission and to prevent and intervene with youth delinquency and victimization of youth, our approach will be to:

- Integrate resources which provide services to families, youth and community.
- Improve communication, coordination and the continuum of services for youth.
- Ensure adequate funding flexibility for programs to address the whole child.
- Ensure that every young person who wants to contribute or needs help knows where to go.
- Establish efforts that will continue beyond the SafeFutures funding period.
- Evaluate the results of our efforts and adjust our approach when necessary.

Goals

Seattle SafeFutures proposed to prevent and reduce and control juvenile violence and delinquency through achieving the following goals:

1. Reducing risk factors for delinquency and increasing protective factors that prevent delinquency;
2. Providing a continuum of services from prevention to sanctions for juveniles at risk of delinquency, with appropriate immediate interventions for juvenile offenders;
3. Developing a full range of graduated sanctions designed to hold delinquent youth accountable to the victim and the community, to ensure community safety, and to provide appropriate treatment and rehabilitation services;
4. Developing a more efficient, effective and timely service delivery system for at-risk and delinquent juveniles and their families that is capable of responding to their needs at any point of entry into that system;

5. Building a community's capacity to institutionalize and sustain the service delivery system by expanding and diversifying sources of funding; and
6. Determining the success of program implementation and the outcomes achieved, including whether a comprehensive strategy involving community-based efforts and program resources concentrated on providing a continuum of care has succeeded in preventing and reducing juvenile delinquency.

The vision of a safe and caring community in which youth, families and public and private agencies work together to improve community safety guided the Seattle SafeFutures program in all its planning and implementation activities.

SECTION III: SUMMARY DETAIL – DIRECT SERVICE PROGRAM ACTIVITIES

OVERVIEW

During the five year SafeFutures grant period, Seattle SafeFutures (SSF) supported 11 model intervention programs aimed at reaching youth and families with varying levels of involvement in the juvenile justice system. As a collective, these programs served as a continuum of care for young people who faced a particular risk for beginning or continuing delinquent and/or criminal behavior. The populations of most concern and focus for SSF were at-risk girls, Cambodian and Vietnamese youth and gang-involved youth. These programs were designed, implemented and evaluated with an emphasis on providing 1) culturally-appropriate services, 2) coordinated case management and 3) involving families and communities in the effort to serve and reach Seattle's youth.

As discussed in the following program details, SSF programs were aimed at reaching goals that were outlined within each of the grant component areas and SSF strategic plan (completed in Year Three). In their pursuit of these goals, they reached and strengthened the lives of many youth and families in the Seattle community.

SNAPSHOT: TIMELINE OF KEY ACCOMPLISHMENTS

Year One (March, 1996 to August, 1997)

1. SSF organizational structure was established that oversaw the selection of which projects and agencies would first receive SSF funding. By design, the newly formed SSF Interagency Staffing Group (ISG) played the largest role in the program development and review process. SF ISG was established in May, 1996.
2. Initial start-up contracts were negotiated and executed with these programs:
 - Back To School, Central Youth and Family Services
 - Back To School Employment, King County Department of Youth Services
 - Big Sisters Mentoring Project
 - Cambodian Girls Group
 - Juvenile Rehabilitation Mentoring Project
 - Save Our Sisters Project, Sisters In Common
 - Sibling Support Project, Atlantic Street Center
 - Sister To Sister Project, YWCA
 - Work Crew Project, King County Department of Youth Services
3. SafeFutures Youth Center model was designed, community input process conducted and Community Oversight Board established. SF Youth Center began services at temporary sites in March, 1997 and opened its doors in July, 1997.

Year Two (September, 1997 to August, 1998)

1. Initial start-up contract was negotiated and executed with one new program: the Asian/Pacific Islander Parent Outreach and Support Project, Southeast Youth and Family Services.
2. Contracts were re-negotiated for Year Two with all existing 10 service agencies, effective September, 1997. SSF staff provided ongoing support to continue developing and refining programs in order to best meet the needs of youth and families served.
3. SafeFutures Youth Center continued to develop and expand services for youth and families. The Youth Center also strengthened relationships with the surrounding High Point neighborhood and human services community by becoming involved in a number of collaborative initiatives. SafeFutures Youth Center held its open house in December, 1997.

Year Three (September, 1998 to August, 1999)

1. Contracts were re-negotiated for Year Three with all existing 11 service agencies, effective September, 1998. SSF staff continued to provide individualized technical assistance to agencies in response to their program and community needs. SSF staff worked with agencies to strengthen service coordination and integration within and outside of the SSF service community. SSF staff began convening the bi-monthly meetings of service providers in order to improve communication and coordination among SSF service providers.
2. Many SSF providers were successful in replicating or expanding services through leveraging non-SSF funds. The API Parent Outreach and Support project began replication in Southwest Seattle in the Fall of 1998, with funds leveraged through Local Law Enforcement Block Grant funds. In addition, a number of programs leveraged City of Seattle Summer Youth Employment funds including the Youth Center, Cambodian Girls Group and Back To School.
3. Service providers began participation in the national and local SSF evaluation, as a term of their Year Three contracts and SF funding. SSF staff worked intensely to engage service providers by addressing their logistical and theoretical concerns about the burden the evaluation was placing on their youth and families and agencies.
4. SafeFutures Youth Center began operating a high school re-entry program on-site.

Year Four (September, 1999 to August, 2000)

1. Contracts were negotiated with all 11 service providers for Year Four, effective September 1, 1999. Year Four contracts were the first for SSF that were outcome-based, meaning that receiving a portion (approximately 20%) of their funds was contingent upon them achieving their project's outcomes.

2. SSF staff concluded one year of bi-monthly service provider meetings. In the place of these meetings, SSF initiated a system of "service clustering" in order to strengthen the coordination and integration among services with natural alliances. The goal was to provide technical assistance to programs in a way that reflected the similar types of services they offered, similar families served and/or same communities served. The four SSF service clusters were across programs that provided 1) case management, 2) mentoring, 3) counseling and 4) services to the High Point community.

3. The SafeFutures Youth Center was transitioned from a City of Seattle-run agency to a community-based 501c(3) corporation. The Youth Center's first contract with SSF as an independent contractor was effective January, 2000. The Youth Center was able to add to additional case management staff with funds leveraged through the Juvenile Accountability Incentive Block Grant Program and Public Safety Action Program.

Year Five (September, 2000 to August, 2001)

1. Contracts were-negotiated with all 12 service providers for Year Five, effective September 1, 2000 (see Attachment E, *Year Five Service Contract Outcomes*).

2. The Juvenile Rehabilitation Administration (JRA) Mentoring Program filed for state incorporation and the tax exempt status as a 501c(3) corporation. The JRA project did this in order to be eligible for funds made available to nonprofit agencies only. JRA replicated this model mentoring program in two additional counties with state funding.

3. The Cambodian Girls Group changed its name after the passage of Washington State's Initiative 200 that prohibits "preferential treatment" based on race, sex, color, ethnicity, or national origin in public employment, education, and contracting. The project's new name was: Help Each Other Reach the Sky (HERS).

4. During this last year of the SSF grant, most of the programs devoted a significant amount of energy to sustainment planning that included cultivating support from their communities, key stakeholders and potential funders and completing and learning from the findings of the SF evaluation.

Sustainment (Beyond the SSF funding cycle: September 2001 - present)

1. As recommended by the Seattle SafeFutures ISG and CPB, the following seven programs received sustainment funds from the City of Seattle:

- A. *Asian/Pacific Islander Diversion Parent Outreach and Support Program*
- B. *Back To School/ Back To School Employment*
- C. *Big Sisters Mentoring Project*
- D. *Help Each Other Reach the Sky Project (HERS)*
- E. *Juvenile Rehabilitation Mentoring Program*
- F. *SafeFutures Youth Center*
- G. *Sibling Support*

2. Sustainment funds from the City allowed the above programs to continue full operations from September 1, 2001 through December 31, 2001. Of these programs, two have been included in the 2002 budget as well: the SafeFutures Youth Center and the Help Each Other Reach the Sky project.

3. While not sustained beyond 2001 by the City of Seattle, a number of other Seattle SafeFutures programs continue to look for opportunities to sustain and replicate the service models they had established under the SafeFutures grant: JRA Mentoring Program, Back To School and the Big Sisters Mentoring Project.

SUSTAINMENT PROCESS

Overview

Seattle SafeFutures (SSF) completed a sustainment process that was successful in 1) identifying seven priority service programs for continued funding, 2) securing continuation funding for those programs through the end of the calendar year, and 3) initiating the process for ongoing funding beyond 2001.

The SSF sustainment process was aimed at implementing a fair and equitable process that would produce a recommendation for which SSF service activities should, based on a number of considerations, receive continuation funding (see Attachment F, *Seattle SafeFutures Sustainment Criteria* and *Seattle SafeFutures Sustainment Principles*).

While the recommendations were initially issued by the ISG and finalized by the CPB, SSF staff were instrumental in providing the ISG with the wealth of information it needed to make as informed a decision as possible. During this time, SSF staff time was spent completing a matrix that reviewed each SSF service activity according to how well it fulfilled each of six criteria for sustainment. Staff completed this matrix by 1) compiling years of information they had already gathered on each program, visiting each program to gather their input on how their program fulfilled each criteria and lastly, sending out the draft matrix (for individual programs only) to each provider to give them a final opportunity to provide additional feedback before their programs were reviewed for sustainment. The combined matrix served as the cornerstone for ISG and CPB members' discussion and deliberations regarding service sustainment (see Attachment G, *SSF Sustainment Matrix Ranking Suggestions* and *SSF Matrix of Program Services*).

ISG Review and Recommendation

During January and February of 2001, the ISG worked intensively on reviewing SafeFutures services according to how well they fulfilled each of the sustainment criteria. The ISG formally recommended to the CPB in March that seven service providers be sustained by the City of Seattle. Two ISG members attended the March CPB meeting in order to discuss the process and outcome of the ISG's sustainment recommendation.

CPB Consideration and Recommendation

The role of the CPB in issuing sustainment recommendations was to review the work and recommendations of the ISG and then finalize the recommendation that would be given to the City of Seattle. Following an extensive review of the recommendations and discussion with the two liaison ISG members, the CPB endorsed the ISG recommendations. In a joint letter, the ISG and CPB recommended to the Seattle Human Services Department (HSD) that these seven programs receive sustainment funding from the City of Seattle:

- H. Asian/Pacific Islander Diversion Parent Outreach and Support Program
- I. Back To School/ Back To School Employment
- J. Big Sisters Mentoring Project
- K. Help Each Other Reach the Sky Project (HERS)
- L. Juvenile Rehabilitation Mentoring Program
- M. SafeFutures Youth Center
- N. Sibling Support

City of Seattle Sustainment Award

Seattle SafeFutures and partnering City of Seattle staff worked tirelessly throughout the SafeFutures grant to engage the support of the Seattle HSD, Mayor's Office, and City Council. Cultivating this support proved particularly important in SSF's effort to secure continuation money for SafeFutures program services and systems reform efforts. The Seattle HSD was able to secure sustainment funding from the City of Seattle that would allow selected SSF programs to continue operating from the end of the grant to the end of the City's fiscal year calendar year (September 1 - December 31, 2001).

The Director of the Human Services Department approved the recommendations made by the CPB and ISG and awarded the 2001 sustainment funding to the 7 priority SSF programs. As noted above, two have been included in the 2002 budget as well: the SafeFutures Youth Center and the Help Each Other Reach the Sky project.

PROGRAM DETAILS

The following pages offer a more detailed review of the eleven direct service projects that comprised the Seattle SafeFutures service continuum. While the following section cannot give adequate justice to the each project's rich evolution, it does offer some of the key attributes of each program. (see the evaluation reports for a lengthier discussion of each program's history as a SSF contractor, Attachments A-D).

Program Activity: Juvenile Rehabilitation Administration - Mentoring Program

AGENCY: Juvenile Rehabilitation Administration (JRA), Region IV

FUNDING COMPONENT: Mentoring

CONTINUUM LEVEL: Aftercare

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 4, 5, 6, 12, 18

ELIGIBLE PARTICIPANTS: Youth participants must be residents of Seattle, currently incarcerated in a JRA institution, scheduled to complete their detention within five to eight months of program enrollment, and between the ages of twelve to twenty-one years-old. Mentors must be at least 21 years-old and consent to a Washington State Patrol background check.

GOAL STATEMENT: To increase incarcerated juvenile offenders' options for successful re-entry to the Seattle community by pairing them with an adult mentor.

PROGRAM DESCRIPTION: The mentoring program will recruit, train and provide mentors from diverse cultural backgrounds to Seattle youth incarcerated in a JRA detention facility. One to one matches will be made with incarcerated youth who are scheduled to complete detention within five to eight months of program enrollment. Youth are informed of the mentoring program through presentations at institutions. Youth complete an application and are subsequently matched according to interests described in both mentor and youth applications. Mentors will make visits every two weeks to the juvenile institution where the youth is incarcerated. Weekly visits are required once the youth is released from detention. Mentors and youth will develop mutually agreed upon goals to strive for. Older youth will also be given a life skills assessment, which helps them identify personal goals that are both meaningful and feasible. Mentors will be trained and supported throughout their relationship with their mentees. The program's success will be measured by the number of mentor volunteers and youth matched and the degree to which participants' goals are accomplished. These goals often center on achievements within the youths' education, vocation and/or mental health and substance abuse treatment.

Mentors are required to make at least a one year commitment. After one year, mentors and youth will have the option to continue their mentoring relationship. JRA staff provide relatively intensive support to their mentors by 1) frequently checking in with them and 2) facilitating a monthly mentors meeting during which they can receive relevant training that supports their relationships and share successes and challenges with other mentors. One half time coordinator and one full time staff will be responsible to recruit mentors, establish relationships with institutional youth and monitor on-going relationships.

TOTAL YOUTH SERVED IN GRANT PERIOD: 221

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Juvenile Justice Outcomes: Reductions in number of arrests, number of clients arrested, percentage of clients arrested, average severity rank of offense, number of arrestees detained overnight, and number of felony arrests.

Risk and Protective Factor Outcomes:

- Improved scores on post-tests for positive use of free time, relationships, criminal attitudes/behaviors, problem solving and response to frustration.
- The total risk score decreased for 91% of the clients and the protective factor score increased 84% of the clients for whom data were available.

Program Activity: BIG SISTERS SCHOOL-BASED MENTORING PROGRAM

AGENCY: Big Brothers/Big Sisters of King County

FUNDING COMPONENT: Mentoring

CONTINUUM LEVEL: Prevention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 4, 8, 12, 15, 16

ELIGIBLE PARTICIPANTS: Youth participants must be enrolled in the first through fifth grades, attending one of the three Seattle public elementary schools served by this program, and demonstrating one or more of the following: low attachment to school, risk of academic failure, and/or classroom behavior not appropriate for academic success. Mentors must be at least 21 years-old and consent to a Washington State Patrol background check.

GOAL STATEMENT: To reduce pre-delinquent behaviors, prevent school drop-out, increase self esteem and increase socialization skills of girls by establishing a mentoring friendship with an adult volunteer.

PROGRAM DESCRIPTION: The SafeFutures Big Sisters Mentoring (SFBS) Project will serve 65 girls who are six to eleven years old and enrolled in the first through fifth grades. Participants will be referred into the project from a range of entities including teachers, school staff, family, peers and self. The SFBS Project will provide one-to-one mentoring with adult volunteers in order to help young girls strengthen their academic and personal growth. Mentors will be required to make a minimum commitment of meeting with their mentees for at least once per week for one year. The programs' early experiences have shown that the large majority of SFBS matches continue year after year, until the girl is too old to participate in the program. In addition, many of the mentors visit the school twice per week and attend school field trips with their girls

The service delivery and participant involvement are centered on the support of the school and teaching staff. School staff will often contact the parent(s) via phone or home visit to engage a girl's family in the SFBS project. The teacher, SFBS staff, and mentor work closely to ensure that 1) a good match is made and 2) that all involved have the resources necessary to support the match (volunteer's time, teacher's time out of the classroom, supports for girls and families with specific cultural and language needs). A cornerstone of the SFBS project is the partnership agency staff have formed with the schools' bicultural/bilingual staff. The bicultural/bilingual school staff will continue to support the matches in a range of ways, including helping translate program materials for participants. As a program of Big Brothers/Big Sisters of King County (BBBSKC), the SFBS program receives support, resources, management skills and years of experience from their colleagues. Working with BBBSKC staff, SFBS staff have designed,

developed and implemented screening, training and supervisory techniques that continue to enrich this project.

TOTAL YOUTH SERVED IN GRANT PERIOD: 335

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes:

- Positive outcome for school attendance
- Marked improvement in attitude toward school, use of school resources, school performance, self-confidence and showing trust.

**Program Activity: HELP EACH OTHER REACH THE SKY PROJECT (Formerly
Cambodian Girls' Group)**

AGENCY: Harborview Medical Center

FUNDING COMPONENT: Family Strengthening, At-Risk and Delinquent Girls and Mental Health

CONTINUUM LEVEL: Prevention, Intervention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 3, 4, 5, 6, 8, 9, 10, 11, 12, 15, 16

ELIGIBLE PARTICIPANTS: Youth participants must be Cambodian girls between the ages 12 to 18 years-old who are either 1) at risk of becoming gang-involved and/or 2) from high-risk case-managed families served in the Refugee, Children and Women's Clinic at Harborview Medical Center. Parent participants must be Cambodian with daughters who are between the ages of 12-18 years old.

GOAL STATEMENT: To reduce the family and individual risk factors that cause Cambodian female adolescents to become perpetrators or victims of antisocial/violent acts, and to promote family and individual assets that protect these females.

PROGRAM DESCRIPTION: The Help Each Other Reach the Sky Project (HERS) will provide a comprehensive range of services to Cambodian girls and their families, including support groups, year-round job training, individual and family mental health intervention, case management, in home support, parent education and youth academic support including tutoring. HERS will provide employment and vocational training services that will include youth participants ("Community Advisors") being given stipend-supported positions that allow them to explore educational and career goals. In addition to job experience, this program will also include a weekly support group and cultural and educational activities, including tutoring. The program will employ at least two Cambodian young adults as group leaders/mentors to work with the CAs in developing appropriate job skills and expectations, planning educational and career activities, and monitoring each CA's work performance in conjunction with the on-site job supervisor.

The program will also provide case management and mental health services to some of the CA's and their parents. Two mental health specialists will each lead a weekly support groups for CAs to help them with acculturation, cultural identity and intergenerational issues, self-esteem building, problem solving skills, and stress management. The mental health specialists will also attend at least three group meetings with parents of CAs to help with acculturation, intergenerational conflict, and other stress related issues. Case management services will include family therapy, individualized follow-up after group parenting classes, and visits to the home, court, schools, clinic, hospital, and involved agencies. Case management services will include weekly team staff meetings, case conferences with the family/youth therapist and psychiatrist, and follow-up with involved agencies and staff. The program will plan, facilitate and provide parenting classes for the Cambodian community using input from participating Cambodian youth and parents to update curriculum when appropriate

TOTAL YOUTH SERVED IN GRANT PERIOD: 99

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes: Positive outcome for school attendance, positive results in math grades, youth were more likely to care about school.

Delinquency Outcomes: Youth were less likely to steal or damage property.

Family Outcome: Families were less likely to hit each other.

Program Activity: SAFEFUTURES BACK TO SCHOOL PROGRAM

AGENCY: Central Youth and Family Services (CYFS)

FUNDING COMPONENT: Gang-Free Schools and Communities

CONTINUUM LEVEL: Intervention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 3, 5, 12

ELIGIBLE PARTICIPANTS: Youth participants must be between the ages of 14 to 18 years old, be gang-involved, and out of school and committed to returning to school and/or obtaining a GED.

GOAL STATEMENT: To increase participants' assets; to assist gang involved youth who are suspended and/or dropped out of school to re-enter and succeed in school or obtain a GED; and to reduce the recidivism rate for the youth enrolled in the program.

PROGRAM DESCRIPTION: The SafeFutures Back To School (BTS) re-entry project will provide a youth monitor at Central Youth and Family Services to work with a maximum of 20 youth at any one time. The youth monitor will work closely with King County Superior Court (KCSC), Seattle Public Schools, Seattle Police Department, Department of Human Services, and other appropriate service providers to assist the clients in reaching the above goals. The project is one component within a larger gang prevention/intervention model which includes but is not limited to the following case management systems: Seattle Team For Youth, Minority Outreach

Project, and the SafeFutures Youth Center. All of these projects are part of the Coordinated Intake System which is currently being operated by the Seattle Department of Human and Housing Services. This gang prevention/intervention strategy is based on the Spergel model. It seeks to reduce the number of criminal incidents involving gang members. Other key partners within the strategy are the Seattle Police Department, KCSC, and Seattle Public School District. The BTS re-entry project will receive client referrals from the King County Department of Youth Services. The BTS program will then complete an intake with potential clients and assess their eligibility and need for BTS services.

The Youth Monitor will serve as the youth's case manager and coordinate and schedule the needed services prescribed in the plan of action. The Youth Monitor will monitor the youth to ensure that they are achieving the goals listed in their plan of action. The Youth Monitor will also follow up with the probation officers or any other appropriate person to update them on the status of the youth. The updates can include but not be limited to; advising the appropriate parties of the positive progress of the youth and/or seeking assistance from appropriate parties to assist in getting youth to actively participate in the program and work towards completing the action plan

TOTAL YOUTH SERVED IN GRANT PERIOD: 187

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):
(Results combined with findings from Back To School Employment Project)

Academic Outcomes:

- Greatest consistency (among SSF programs) in positive educational outcomes
- Positive outcome for school attendance, positive results in math and science grades, reductions in number of suspensions from school, reductions in the average number of days suspended from school.
- A majority of participants already originally enrolled in an alternative education or GED program are actively participating in educational programs or have already attained their GED.

Juvenile Justice Outcomes: Reductions in number of arrests, number of clients arrested, number of arrestees detained overnight, number of felony arrests and percent of clients arrested.

Program Activity: SAFEFUTURES BACK TO SCHOOL EMPLOYMENT PROJECT

AGENCY: King County Juvenile Court (KCJC)

FUNDING COMPONENT: Gang-Free Schools and Communities

CONTINUUM LEVEL: Intervention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 3, 5, 12

ELIGIBLE PARTICIPANTS: Youth participants must be currently enrolled in and referred by the Back To School Project out of Central Youth and Family Services. In order to be referred

into the KCSC component of BTS, youth must demonstrate that they are enrolled in and attending school regularly.

GOAL STATEMENT: The goal of the SafeFutures Back to School Employment Project (BTSE) is to support youth in their efforts to resist further gang-involvement by providing them with vocational and life skills training, along with subsidized employment opportunities. This program will provide vocational and employment services as the second tier of the wrap-around services offered to the youth enrolled in the SafeFutures Back to School Project.

PROGRAM DESCRIPTION: The SFBTS Employment Project (BTSE) will provide a three-tiered continuum of employment/vocational training and experience to youth. The first tier will offer 8 hours of pre-employment orientation. The second will support the youth in securing and maintaining BTSE-subsidized employment. The third tier will support the youth in securing and maintaining non-BTSE-subsidized employment. Staff will determine when youth are in a good position to transition into non-subsidized employment. However, youth will need to work at least 150 hours of subsidized employment in order to stabilize healthy living skills and marketable job skills.

The SFBTS Employment Project (BTSE) staff will engage participants in the pre-employment training as they also work with the CYFS case manager to broker the necessary educational and life supports their youth need. "Individualized Service Plans" will be developed for each participant which addresses the underlying issues that have created the crises that have brought the youth into the juvenile justice system. Youth will become eligible for subsidized work experience placement if they 1) complete the pre-employment training and 2) continue to regularly attend their academic program. In partnership with CYFS, BTSE staff will continue to provide participants with supportive counseling and on-going interventions throughout their involvement with the program. BTSE staff will work closely with CYFS to maintain an effective, coordinated approach to meeting participants' needs. Staff at DYS and CYFS will communicate regularly and conduct monthly partner meetings to discuss specific cases and overall program functioning.

TOTAL YOUTH SERVED IN GRANT PERIOD: 171

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):
(Results combined with findings from Back To School Project)

Academic Outcomes:

- Greatest consistency (among SSF programs) in positive educational outcomes
- Positive outcome for school attendance, positive results in math and science grades, reductions in number of suspensions from school, reductions in the average number of days suspended from school.
- A majority of participants already originally enrolled in an alternative education or GED program are actively participating in educational programs or have already attained their GED.

Juvenile Justice Outcomes: Reductions in number of arrests, number of clients arrested, number of arrestees detained overnight, number of felony arrests and percent of clients arrested.

Program Activity: ASIAN/PACIFIC ISLANDER DIVERSION / PARENT OUTREACH AND SUPPORT PROGRAM

AGENCY: Southeast Youth and Family Services (SEYFS)

FUNDING COMPONENT: Family Strengthening

CONTINUUM LEVEL: Intervention, Graduated Sanctions

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 4, 5, 6, 10, 11, 16

ELIGIBLE PARTICIPANTS: Enrolled families must be 1) Asian/Pacific Islander, 2) who have a 12 to 17 year-old child participating in the King County Superior Court's Diversion Program and is committed to completing his or her diversion contract and 3) a resident of Southeast, Southwest, Central or West Seattle. The informational seminars will be available to all members of the Asian/Pacific Islander community.

GOAL STATEMENT: The goal of the Asian/Pacific Islander (A/PI) Diversion / Parent Outreach and Support project is to increase program participants' assets; reduce participants' family management issues and increase participants' parental support and involvement in the diversion process. The project will assist the participants and their parents in having a better understanding of the diversion program and what the necessary requirements are to successfully complete their diversion contract.

PROJECT DESCRIPTION: The A/PI Outreach Worker's responsibilities will include, but are not limited to: making initial contact with the parents of the referred participants and the participants; organizing and presenting Pre-Diversion Orientation classes; assessing the participant families for case management services; monitoring case managed families to assist them in following through with scheduled appointments; attending and participating in Diversion hearings; interpreting for non-English speaking A/PI clients who are involved in the diversion process; facilitating translation of the Diversion Program's written materials into the language(s) of the A/PI diversion clients; and organizing community forums and/or collaborating with other agencies to disseminate information about the Diversion Program.

The A/PI Outreach Workers will provide the following services for the case managed families: 1) assess the families for needs and provide necessary advocacy and appropriate referrals to agencies which will meet those need (these needs will include but are not limited to parenting and social skills, access to appropriate social services, knowledge of the Diversion Program and other systems such as juvenile justice and schools); 2) provide information to the families to increase parental or other family members' support and involvement in the diversion process; 3) assist families to connect with other community agencies to learn parenting and/or other skills and 4) follow up with the families to monitor their progress and to confirm that they are receiving the appropriate services. The Outreach Worker will also organize and present the Avoiding Trouble Class to the A/PI participants. These classes teach the youth the consequences of their action as they relate to the justice system and also gives the youth an opportunity to discuss and learn about the effect of their actions as they relate to their future, their families and

their community. In addition to these educational classes, the Outreach Worker will organize and present Informational Seminars for the general A/PI parent population to inform them of the Diversion program.

TOTAL YOUTH SERVED IN GRANT PERIOD: 123

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes: Positive outcome for school attendance, reductions in the number of suspensions from school.

Juvenile Justice Outcomes: Reductions in number of arrests, number of clients arrested, average severity rank of offense, and percent of clients arrested.

Program Activity: SIBLING SUPPORT PROGRAM

AGENCY: Atlantic Street Center (ASC)

FUNDING COMPONENT: Mental Health

CONTINUUM LEVEL: Prevention, Intervention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 4, 5, 6, 10, 11

ELIGIBLE PARTICIPANTS: Eligible families must have at least one older sibling who has been involved with the juvenile justice system and at least one younger sibling who is 1) at least eight years old and 2) demonstrating one or more risk factors including family history of violence, substance abuse, mental illness, lack of parental involvement, lack of family support and/or criminal justice involvement.

GOAL STATEMENT: The goals of the Sibling Support Project are to increase the clients' assets; to prevent identified clients from participating in further criminal activities; to prevent involvement of identified clients' siblings(s) in criminal activities and to increase the clients' and their families' access to needed support services.

PROGRAM DESCRIPTION: Atlantic Street Center's Sibling Support program will serve at least 60 unduplicated youth and their families annually. Sibling Support will serve two distinct groups of youth. The "primary youth" 1) has at least one sibling who is eight years or older and 2) is involved, or at a significant risk of becoming involved, with the juvenile justice system. The second type of client is a sibling of the primary youth who and is 1) at least eight years old and 2) often facing many of the same individual, family and community risk factors as the primary youth. Many are from low-income, single parent families and live in central and south Seattle. The program history has shown that youth served fall within these ethnicities: African American (70%), Asian/Pacific Islander (20%) with the remaining 10% being youth of additional ethnicities, including white.

Comprehensive family services are provided to each youth/family to ensure whole family growth and mutual support. The comprehensive family services provided through the Sibling Support program emphasize intensive individual and family therapy with a focus on the emotional,

cognitive and behavioral domains. In addition, referrals to necessary ancillary support services are often provided. Youth and their families are assessed for their strengths and needs, treatment plans are developed to address identified issues; short- and long-term goals are set; referrals are made to support services; and family participation is monitored and supported. Sibling Support therapists often work closely with the ASC case managers who are ultimately responsible for brokering the range of services the client may need. Families terminate from the program when treatment plans are completed or family is self reliant. Youth/families are typically seen each week for a period of 9 to 12 months.

TOTAL YOUTH SERVED IN GRANT PERIOD: 194

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes: Positive outcome for school attendance, reductions in the number of suspensions from school, reductions in the average number of days suspended from school.

Juvenile Justice Outcomes: Reductions in the average severity rank of justice offense.

Program Activity: SAVE OUR SISTERS

AGENCY: Sisters In Common (SIC)

FUNDING COMPONENT: Family Strengthening and At-risk and Delinquent Girls

CONTINUUM LEVEL: Prevention, Intervention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY PROGRAM: 3, 4, 6, 8, 9, 10, 11, 15

ELIGIBLE PARTICIPANTS: Participating youth must be girls between the ages of 12 to 18 years old who demonstrate one or more of the following risk factors: history of substance or sexual abuse, academic problem and/or school drop-out, pregnant or parenting, personal, family and/or peer involvement with the criminal justice systems and/or high-risk behaviors associated with juvenile delinquency. Participating families must have daughters who fulfill the above eligibility criteria.

GOAL STATEMENT:

The goals of the SafeFutures Save Our Sisters Project are to empower young women of color and their families; to increase their self-esteem, ethnic identity, and community attachment through guest speakers and volunteers who are women and men of color from their neighborhoods; to increase their communication and interpersonal skills with their peers and with adults using group rules of respectful communication; to give young women the opportunity to learn and practice conflict resolution, negotiation and problem solving skills; and to increase their employment and leadership skills.

The family strengthening component of the project will: build parenting skills, promote positive communication between youth and their parents, promote healthy family values and customs, and promote stronger cultural and heritage awareness among participants. It will give parents

information and linkages to community resources that promote their community attachment and awareness of resources available for family interaction and recreation.

PROGRAM DESCRIPTION: The Save Our Sisters projects will provide services to young women and families of young women who are juvenile justice system involved or at risk of juvenile justice involvement. The services provided will include case management, structured informational group activities, recreational/educational activities, advocacy, referral, and follow-up services. The agency will work with the King County Juvenile Court and the City to coordinate the case management referral system. Young women ages 12-18 who reside or attend school in the City of Seattle will be referred by the King County Juvenile Court, Seattle Team For Youth, other SafeFutures programs, and peers involved with the program.

The Save Our Sisters Projects will provide the following intervention services to youth and family clients: outreach/home visits, needs assessment, advocacy, referral, monitoring and follow-up services. Case managers will screen referred clients for eligibility according to the eligibility criteria listed in the eligibility section.

Case management support is the core service provided by the SafeFutures Save Our Sisters Project. The two case managers on staff provide services that focus on either a) the individual youth and/or b) the youth's family system. Youth and family clients voluntarily participate in the case management services. A client file will be opened for each individual client and family needing case management services. The client file will include and maintain client assessments, demographic information, written service plan identifying short and long term client goals and a log of contact with each client.

Cases will be closed or inactivated whenever the client and/or family needs have been met and/or service plan goals have been completed. Termination will also occur when there has been no activity on a client case, because of client non-participation.

TOTAL YOUTH SERVED IN GRANT PERIOD: 161

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes: Positive outcome for school attendance, positive results in English and Math grades.

Juvenile Justice Outcome: Reductions in the average severity rank of justice offense.

Program Activity: WORK CREW

AGENCY: King County Department of Adult and Youth Detention

FUNDING COMPONENT: Serious, Violent and Chronic Juvenile Offenders

CONTINUUM LEVEL: Graduated Sanctions

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 18

ELIGIBLE PARTICIPANTS: Youth participants must be residents of Seattle, have been adjudicated on an offender referral and be physically capable of performing light manual labor.

GOAL STATEMENT: The goal of the Work Crew Project is to reduce the number of youth offenders who are sentenced to secure detention by providing a viable alternative to incarceration. The project will provide youth with the opportunity to gain employment skills and build self-esteem while still being held accountable for their actions. The primary goal of the Work Crew Project is to reduce the number of re-offenses by youth that have participated in the project.

PROGRAM DESCRIPTION: The SafeFutures Work Crew Project is a program of the King County Department of Adult and Youth Detention (KCAYD) that provides an opportunity for youth to give back to their community through service. This cost-effective program allows youth to contribute to cleaning, painting and litter pick-up in local areas and public parks, rather than be detained in a secure detention facility. This helps strengthen positive bonds between youth and the communities in which they 1) live and/or 2) are committing their delinquent and criminal acts. Furthermore, participants develop work ethics and skills, including accountability for their actions, enabling them to be more productive citizens of our society. The SafeFutures Work Crew Project strives to adopt an educational, rather than punitive, strategy in support of the goal to strengthen healthy youth development while also improving community safety. To this end, Work Crew assignments will bring a tangible benefit to the community and also allow greater positive visibility of participating youth.

The sentenced youth will perform eight hours of work per day, in lieu of one day in detention (this is a statutorily provided conversion rate). The Work Crew Project will operate on weekend days during the school year, increasing up to 7 days per week during school breaks and summer vacation. When appropriate, the Work Crew Project can operate on holidays. Time and attendance sheets will be maintained to document the number of work crew days provided and the number of youth served by the Work Crew Project.

TOTAL YOUTH SERVED IN GRANT PERIOD: 670

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes:

Positive results in science grades, reductions in the number of suspensions from school, reductions in the average number of days suspended from school.

Juvenile Justice Outcomes:

Reductions in the number of arrests, number of clients arrested, number of arrestees detained overnight, number of felony arrests, and percent of clients arrested.

Program Activity: GIRLS, INC./SISTER TO SISTER MENTORING PROJECT

AGENCY: YWCA of Seattle-King County-Snohomish County

FUNDING COMPONENT: After School Programs (Pathways to Success) and Mentoring

LEVEL OF CONTINUUM: Prevention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 3, 4, 6, 8, 9, 15

ELIGIBLE PARTICIPANTS: Participating youth must be girls between the ages of 8 to 13 years old.

GOAL STATEMENT: The goals of Girls, Inc. and the Sister-To-Sister Mentoring Project are to develop in participants the capacity to work towards having successful lives and economic independence through an out-of-school time program that also offers a one-to-one mentoring component. The primary goal of this program is to strengthen participants' developmental assets in order to prevent them from taking part in behaviors that are associated with delinquency.

PROGRAM DESCRIPTION: Two levels of services are offered by the YWCA through this contract: 1) Girls, Inc. Afterschool Program and 2) Sister-To-Sister Mentoring Project. Both of these programs focus on girls' academic and social success. Each program is designed to help girls build their self-esteem through providing them with leadership opportunities, mentoring, academic support, recreational activities and building family and community connections. These programs will operate out of sites based in the Central and West Seattle communities. These programs, particularly the Sister-To-Sister Project, will continue to build strong relationships with the elementary schools serving these communities.

Girls, Inc. Afterschool Program: The Girls, Inc. Afterschool program will provide structured, out-of-school time activities five afternoons per week and will emphasize academic achievement, career awareness, sports and teamwork, interpersonal communications and safety, culture and arts, community service and volunteerism and building relationships with caring adults. Youth will participate in: 1) tutoring at Girl's Inc., 2) team building activities, 3) individual and group values clarification activities and esteem building, 4) group discussions, 5) educational programs and opportunities for planning and participating in community service learning projects. The SafeFutures programs offered through the Girls, Inc. project include 1) BRIDGES - Sports and Recreation Program, 2) P.A.P. - Prevention of Adolescent pregnancy, 3) SMART - Science Math and Relevant Technology, 4) Friendly PEERsuasion - substance abuse prevention and education program that targets middle school age girls and SISTER TO SISTER - SafeFutures mentoring program and 5) other activities focused in developing participants' life-skills, cultural enrichment, and team work skills.

Sister-To-Sister Mentoring Project: The Sister-To-Sister Mentoring Project is the second tier of services available through this program. Participating youth will be matched with an adult volunteer who will assist them with their homework and work with them to develop and pursue meaningful personal and academic goals. YWCA staff will recruit, screen, train and support mentor volunteers who have achieved success in their own lives and are willing and capable of sharing their successes and challenges with youth. To the greatest extent possible, girls will be

matched with mentors who are from the same ethnicity and cultural heritage who have faced similar forms of discrimination such as racism and sexism.

TOTAL YOUTH SERVED IN GRANT PERIOD: 414

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes: Positive outcomes for school attendance, positive results in science grades.

Social/Individual Outcomes: Over one-half of the clients demonstrated improvements on each of the pre- and post-test scores for concepts related to project staff, adult support system, empowerment, commitment to learning, positive values and identity, and sports.

Program Activity: SAFEFUTURES YOUTH CENTER

AGENCY: Seattle Human Services Department (HSD) /Division of Family and Youth Services

FUNDING COMPONENT: Gang-Free Schools and Communities

LEVEL OF CONTINUUM: Prevention, Intervention

STRATEGIC PLAN GOALS DIRECTLY SUPPORTED BY THIS PROGRAM: 3, 4, 5, 6, 9, 10, 11, 12, 16

ELIGIBLE PARTICIPANTS: Participating youth must be 11-18 year-old, gang-involved Vietnamese or Cambodian youth..

GOAL STATEMENT: To increase participants' assets; to prevent/reduce youth involvement in gang-related activities; to improve youth performance in school; to reduce recidivism among juvenile offenders.

PROGRAM DESCRIPTION: The SafeFutures Youth Center provides an array of social development, educational, cultural, employment, advocacy, parent education and community service programs. Forty gang- and juvenile justice-involved youth receive intensive case management services. Specifically, the SafeFutures YC provides parent education and support sessions, home visits, homeowner assistance, family focused cultural events, academic assistance (homework assistance, tutoring and school re-entry services), pre-employment skills workshops, summer job placement. The agency also works extensively with community residents in the High Point/West Seattle area to mobilize them around issues of community decision-making and crime prevention. Special attention is given to training youth to mobilize other youth within the community in a positive manner. Extensive collaborative efforts are initiated with community councils, human service agencies and public systems that have an investment in reducing youth violence and juvenile delinquency.

COLLABORATING PARTNERS: Seattle Police Department (Juvenile and Gang Units), King County Department of Youth Services Juvenile Probation, King County Juvenile Court, Seattle Public Schools, Seattle-King County Department of Public Health, High Point Medical Clinic, Seattle Housing Authority, Khmer Senior Club of High Point, Seattle Team for Youth,

Minority Outreach Project, Asian Pacific Islander Task Force on Youth, Southwest Youth and Family Services, Seattle Public Health and Safety Network, Asian Counseling and Referral Services, International Health and Social Services, Horn of Africa Services, West Seattle Merchant's Association, West Seattle Crime Prevention Council, City of Seattle Department of Neighborhoods, City of Seattle Human Services Department, multiple social, health and human services agencies, residents of the High Point West Seattle area, and parents and youth.

TOTAL YOUTH SERVED IN GRANT PERIOD: 184

HIGHLIGHTS OF SF EVALUATION (for July, 1996 to June, 2000):

Academic Outcomes: Reductions in the average number of days suspended from school, significant improvement in involvement in educational programs.

Juvenile Justice Outcome: Reductions in the average severity rank of offenses.

Risk/Protective Factor Outcomes: Significant improvement in achievement motivation, planning and decision-making, resistance skills, youths' positive view of personal future, religious/cultural attachment.

Systems Change Outcomes: Achievement of important systems- and community-related change.

SECTION IV: SUMMARY DETAIL – COORDINATION AND INTEGRATION FOR IMPROVED SERVICE DELIVERY

OVERVIEW

The Seattle SafeFutures (SSF) coordination and integration activities comprised much of the daily work that improved services' and systems' capacity to understand and meet the comprehensive needs of the whole youth and family. Key coordination and integration efforts occurred within four realms: systems level, coordinated regional juvenile justice planning, direct service level and the implementation of the Spergel Model for a coordinated gang strategy. Service and systems coordination and integration were defining aspects of SSF's work for youth and families. Many of the accomplishments achieved in this area have been sustained by the involved partners because they were found to be more effective ways to serve youth and families and reduce juvenile crime and delinquency. Much of the SSF legacy in the Seattle/King County community was achieved in the name of systems/service coordination and integration.

KEY ACCOMPLISHMENTS: SYSTEMS LEVEL COORDINATION AND INTEGRATION

Collaborative Organizational Structure

The first major accomplishment of the Seattle SafeFutures grant was to establish an organizational structure that brought together leadership from the wide range of entities that affect the lives of the youth, families and communities SSF served. This organizational structure reflected the guiding principles of SSF. First, in order to best prevent and reduce juvenile crime, SSF must be guided by the stakeholders most familiar with the reality of why youth become involved in crime. Second, in order to significantly improve service coordination and integration, the range of agencies that needed to work together needed to be at the same policy and program table.

Community Planning Board

The Seattle SafeFutures Community Planning Board (CPB) was established and convened the first of its bi-monthly meetings in April, 1996. The CPB consisted of leaders from public and private organizations that provide funding, planning, policy development and services to children, youth and families involved in or at risk of involvement in the juvenile justice system. The primary role of the CPB was to provide general oversight to the SSF initiative and leadership in the facilitation of systems change efforts. (see Attachment H, for final *Seattle SafeFutures Community Planning Board Roster*).

Interagency Staffing Group

The Seattle SafeFutures Interagency Staffing Group (ISG) was established and convened the first of its monthly meetings in May, 1996. The ISG consisted of key staff from agencies and systems who have the major responsibilities for services to youth and families involved in or at risk of

involvement in the juvenile justice system. The intent of the ISG was to represent staff who oversaw key service areas and who were familiar with the scope and effectiveness of the current continuum of services for the SSF target populations. The ISG's primary role within SSF was to coordinate the day-to-day program efforts of the grant, identify key areas for systems change efforts and make recommendations to the CPB for review and action. (see Attachment I, for final *Seattle SafeFutures Interagency Staffing Group Roster*).

KEY ACCOMPLISHMENTS: SYSTEMS LEVEL INTEGRATED JUVENILE JUSTICE PLANNING

Seattle SafeFutures (SSF) partnered with a number of other regional juvenile justice efforts on joint planning and assessment initiatives. These initiatives encompassed juvenile justice reform goals that were very complementary to SSF's. While collaboration with regional initiatives was a cornerstone of SSF's work, the following section highlights the partnerships that proved most critical to SSF achieving its goals.

King County Department of Youth Services – Juvenile Justice Operational Master Plan

The King County Department of Youth Services (DYS) Juvenile Justice Operational Master Plan (JJOMP) was a regional juvenile justice reform effort that was undertaken by DYS during much of the SSF grant. The JJOMP came at a time when the County was faced with choice of "operating a major new juvenile justice facility... or rethinking the way (it does) business by finding other ways to promote justice, protect public safety, and help youth make responsible choices." The JJOMP was an ambitious and timely planning effort focused on analyzing and strengthening the ability of the local juvenile justice system to respond to the needs of youth and to prevent their involvement with the system (see Attachment J, *Juvenile Justice Operational Master Plan – Phase II, March 2000*).

While the JJOMP began as a parallel effort to SSF, the two reform efforts quickly became integrated on many levels including leadership, staff, resources, and establishing joint priority issues. The goals of the JJOMP and SSF complemented one another in a way that strengthened the two very distinct initiatives. The complimentary nature of these projects led to technical support for JJOMP through the SafeFutures relationship with OJJDP.

In order to ensure an effective partnership, points of coordination were established throughout the SSF's grant, beginning in Year Two. Two of the most critical collaborative projects that emerged were the Continuum of Service Mapping and Youth Profile Project. SSF and the JJOMP worked together to map the continuum of services that span prevention, intervention and treatment for at risk and delinquent youth.

Youth Profile Project

The ISG initiated the Youth Profile Project (YPP) in collaboration with DYS and the Seattle/King County Department of Public Health. The purpose of the YPP was to develop better information and understanding of the needs of youth within the DYS system. The research involved completing detailed profiles of youth currently on community supervision and youth held in detention. The

results of the profile project ultimately informed the ISG and DYS staff of how well services were currently matched to the youth served and where additional services were needed in the future.

Commitment of SSF Resources

The greatest resource contribution SSF made to the JJOMP has been the time City of Seattle/SSF leaders have spent working closely with the County/JJOMP leadership. In addition, during Phase II of the JJOMP (the most intensive planning phase), SSF committed the following to the JJOMP:

- Loan of a half-time SSF member to staff the planning process through the beginning of Year Four.
- Active participation of SSF staff on the various JJOMP project teams.
- Contribution of \$27,000 in technical assistance funds to provide additional guidance and support to the project.
- Contribution of \$60,000 in additional financial support to the project.

JJOMP and Service Coordination and Integration

JJOMP findings and recommendations laid an important foundation for greater integration of services at both the systems and service provider level. Many of the proposed coordination innovations presented in phase II were already being piloted in the County, SSF's programs, or in other settings. During Phase III, the JJOMP is working toward implementing new innovations and the expansion of existing practices to improve system-wide coordination.

During the JJOMP process, King County eliminated the Department of Youth Services and shifted the responsibility for the JJOMP to the County Superior Court. Due to the commitment of key leaders from a number of agencies, the JJOMP's move did not significantly affect the JJOMP process.

The relationship that was established between the JJOMP and SSF continues to thrive with Reinvesting In Youth (RIY) as the new partner. RIY and the JJOMP work side by side in both JJOMP implementation and RIY planning and assessment.

King County Juvenile Law Enforcement Coalition

A significant spin-off of the SafeFutures collaboration was the formation of the King County Juvenile Law Enforcement Coalition through which Seattle, King County and 18 suburban cities pooled their Juvenile Accountability Incentive Block Grant allocations to coordinate unique local and system-wide efforts to reduce juvenile crime and delinquency. Notable system-wide efforts include the funding of juvenile gun crime enforcement and education in county-wide schools and information access projects which improve the sharing of juvenile information among and between law enforcement agencies and community-based human services.

Building Blocks Initiative

The Building Blocks Initiative (BBI) is a national project that chose Seattle as the first of its sites to pursue the goals of "protecting minority youth in the justice system and promoting rational and effective juvenile justice policies." The four project components of BBI include 1) research and data

gathering on local legislation on minority youth, 2) analysis of decision making in the juvenile justice system and the development of policies to reduce the disproportionate impact on minority youth, 3) reaching out to new partners in order to build constituency for change in local jurisdictions and 4) the development of communication strategies.

As the missions of SSF and BBI are highly consistent, SSF was committed to partnering with BBI to the greatest extent possible. SSF's partnership with BBI was an important accomplishment for two reasons: it gave more prominence to the issue of disproportionality and it also leveraged outside resources to address the issue.

KEY ACCOMPLISHMENTS: SERVICE LEVEL COORDINATION AND INTEGRATION

Electronic Resource Guide

The Seattle SafeFutures Electronic Resource Guide (ERG) was an element of the family strengthening component and was established in Year One as on-line resource available to families and service providers looking for service options for their youth. SSF funding was instrumental in moving a service database to the Public Access Network internet service, translating the database language to internet use and formatting the data search text for users. During Year Two, the ERG consultant developed a directory of services for all County Juvenile Probation Counselors (JPCs). Data for the directory was taken from the ERG and included the sections requested by the JPCs: Children and Youth, Mental Health, Substance Abuse, Education, Interpreter, Immigrant Information and Employment Services.

Coordinated Intake and Referral System

SSF partnered with the Seattle Team For Youth (STFY) and Minority Outreach Project (MOP) to establish the Seattle Coordinated Intake and Referral System (CIRS), launched in April, 1997. Still operated by the City of Seattle, the CIRS serves as a central intake point and refers youth and families to appropriate services within the agencies in the STFY/MOP/SafeFutures service consortium. The CIRS is intended for youth who are gang-involved, or at risk of becoming gang-involved. Within the SF continuum, the Back To School Project and the SafeFutures Youth Center received CIRS referrals. Referrals often come from the Seattle Police Department, schools, the King County Department of Youth Services, parents, community organizations and youth.

The CIRS' initial goals were to 1) streamline the referral process for youth and referring entities and 2) collect vital assessment information on youth needing services. During Year Two, program partners (including the Seattle Police Department) agreed to use one uniform intake and referral form. During the course of the SF grant, the CIRS goals were expanded to also include tracking the services delivered to referred youth and the outcomes they achieved. A number of challenges have increased the stress on the CIRS over the years. Most significant has been the increasing number of youth who need services and the resulting difficulty to place youth in programs that do not have the service capacity to meet their needs. An ongoing challenge is the high turnover rate among front-line service staff and the need to provide intensive support to agencies to ensure the referral process is not interrupted as staff come and go.

Coordinated Case Management: Back To School Partnership

Note: For a more detailed program description, see Program Details section, pages 13-14.

The SSF Back To School Project provided coordinated case management to youth through a partnership between a community-based agency, Central Youth and Family Services (CYFS), and the King County Department of Youth Services (DYS). Referred primarily from DYS, youth went through a joint intake and assessment process with case managers from both CYFS and DYS. The CYFS case manager worked the most intensely with youth on addressing the range of life issues that were undermining their academic commitment. Once the youth had become re-engaged in school, he/she was eligible to work with the DYS case manager on employment-related goals. The DYS component involved a paid work experience with participating employers.

Throughout the SSF grant, the Back To School project demonstrated the successes and challenges that can arise with coordinated case management. The challenges were primarily rooted in how to integrate the case management philosophies and protocols of two traditionally very different youth-serving agencies. As the evaluation findings suggest, this partnership overcame these challenges to achieve some of the most positive outcomes achieved by any of the SSF programs.

KEY ACCOMPLISHMENTS: SPERGEL MODEL IMPLEMENTATION

The following section reviews Seattle SafeFutures' implementation of the Spergel Model for gang prevention, intervention and suppression. Highlighted are SSF's key Spergel coordination structures and activities that contributed directly or indirectly to improved services for at-risk and gang-involved youth.

Overview

The City of Seattle has been addressing gang issues on a formal basis since the late 1980's. Initial efforts were in response to an alarming influx of African American gangs from California and the subsequent increase in violent, gang-related crime. The early 1990's were characterized by an increase in Asian youth gangs. Activities were particularly acute within several communities, including the Vietnamese and Cambodian. In response, Seattle created a balanced intervention system which focused on the activities of suppression, prevention and intervention. The Seattle Police Department created a specialized unit which focuses on the suppression of gang activity, and in collaboration with the City of Seattle's Human Services Department, developed the Seattle Team for Youth (STFY). The STFY program combines specialized outreach and intervention by police detectives with coordinated case management, support services and treatment provided by community-based organizations to aggressively intervene with gang-involved youth and their families.

The SafeFutures grant allowed the City to focus additional efforts on Vietnamese and Cambodian gangs, as well as enhancing services for gang-involved youth. As detailed below, the Spergel model provided an excellent framework and served as a catalyst for further refinement and development of Seattle's comprehensive approach to youth gangs. The City of Seattle views the SafeFutures grant as a catalyst for systems change, and the following review of the Spergel model implementation in Seattle will address both city-wide and grant specific activities.

Gang Data Analysis

Seattle SafeFutures completed the Seattle Gang Assessment in 2000. The intent of the Assessment was to identify the patterns of youth (12-24 years old) gang activity in Seattle between 1994 to 1999. Specifically, this analysis asked 1) which gang-related crimes are being committed, 2) who are the young people involved in these crimes as suspects, victims and/or associates, 3) what some of the critical life circumstances are surrounding their involvement with gangs and 4) what some of the preliminary findings are that could further inform Seattle SafeFutures' implementation of the Spergel model? This assessment was completed through a coordinated effort among the Seattle Police Department's Gang Unit, Seattle SafeFutures Initiative and Seattle Team For Youth. The Assessment draws primarily on quantitative data and is supplemented with qualitative feedback from Seattle youth, case managers and Seattle Police Department (SPD) officers. (see Attachment K, *Seattle Gang Assessment 1994-1999*.)

The preliminary findings from this assessment affirmed two critical aspects of Seattle's Spergel strategy: 1) the initial targets (specific gang sets, geographic and ethnic communities) identified in 1996 are consistent with baseline data and continuing Seattle-wide trends, and 2) as part of a broader, city-wide effort to reduce youth gang activity, the implementation of Seattle's Spergel strategy corresponds with a reduction in gang activity among these targeted gang sets, High Point community and Asian gang suspects.

While there were some limitations on the data, the assessment provided valuable information on the nature of gang activity and the impact of SSF intervention efforts, and strengthened SSF's relationship with the SPD Gang Unit.

The Assessment informed every component of Seattle's Spergel implementation. Regarding street outreach, social intervention and opportunities provision, the demographic information pertaining the youth gang suspects, victims and associates ensured that service providers and outreach workers were serving the youth and families most heavily involved with reported gang activity. In addition, the qualitative findings helped agencies understand which are the most powerful protective and risk factors associated with gang involvement. SSF also used the assessment to continue informing broader organizational change among the agencies working to reduce Seattle's gang activity. Lastly, while the available data produced valuable findings, SSF began laying the foundation with the Seattle Police Department that the suppression component must clarify and strengthen its process for identifying, tracking and monitoring suspected gang activity in order to better inform a coordinated gang strategy.

Community Mobilization

Seattle's response to the gang problem is addressed through the mobilization and coordination of a community-wide network of systems and services, including the Seattle Police Department (Seattle Team for Youth Detectives, the Gang Unit and School Emphasis Unit), the King County Prosecutors Office, the King County Department of Youth Services (Probation, Parole and Detention services), Seattle Public Schools, Seattle Human Service Department and a broad range of community-based human service providers. These entities work directly with the Mayor's Office, City Council and citizen advisory groups to set policy direction and allocation levels for interdiction and support services, and are responsible for implementing programming within the community.

Coordinated case management is the primary tool for assuring that a continuum of suppression, intervention and prevention services are mobilized on behalf of youth. Gang-involved youth are identified by the police, courts, schools, probation and parole and are referred to the SafeFutures/Seattle Team for Youth (STFY)/Minority Outreach Project (MOP) consortium. The STFY coordinated intake and referral system (CIRS) assigns youth to one of a number of case managers who are stationed in nine community-based agencies that make up the consortium. City staff facilitate regular meetings among members of the consortium to share information and best practices around the key issues and challenges of their job. SSF directly supported case management services through the SafeFutures Youth Center (SFYC) and the Back To School Project (BTS), while other City funds support case management services for gang-involved youth throughout the city. The geographic target of the SafeFutures Youth Center is its surrounding community; the Highpoint neighborhood in West Seattle. While the Center also serves youth in Southeast Seattle, its community mobilization efforts have focused primarily on High Point. One of the Center's most significant community mobilization accomplishments is the establishment of the High Point Service Provider Coalition. The Center played a key role in beginning this Coalition in the fall of 1999 as a means of addressing the community's issues related to youth at risk of or involved with gangs. Since its inception the Coalition has met twice per month and consists of representatives from social service agencies, police, probation, and other community groups. Included in this group is at least one case manager and street outreach worker from the Youth Center. The Coalition has two levels of focus. First, it addresses community-wide service and systems issues that are affecting the lives of the youth and families it serves. Second, Coalition meetings serve as a team staffing for identifying potential problems and conflicts, joint problem solving and early intervention with individual youth and families.

Social Intervention

A solid network of public and community-based service agencies are providing a continuum of outreach contact and social services to youth who are either gang-involved, or at-risk of becoming gang-involved.

The heart of the social intervention strategy is the consortium of SF/STFY/MOP case managers. These case managers achieve the social intervention goals by building and coordinating a network of culturally appropriate intervention and support services for the youth and families they work with. Many consortium case managers are part of multiservice agencies which offer a range of therapeutic and support services to youth and families. The case managers also partner with many other public and private agencies to access additional needed services for gang-involved youth.

The Back To School project provided two tiers of wrap-around services for gang-involved youth who are committed to returning to school and/or an academic program. The BTS case manager was based out of a comprehensive social service agency that could make a range of in-house services available to BTS youth such as drug and alcohol assessment and treatment and mental health counseling. The BTS project worked with youth that are affiliated with the Crips, Bloods, Black Gangster Disciples and a number of "Asian gangs." For a more detailed BTS description, see the *Program Detail* section. The primary ethnicities served by the project included African American, White, Mien, Lao and Cambodian.

The SafeFutures Youth Center supplements case management for Cambodian and Vietnamese gang-involved youth with a network of services. Early on, the SFYC identified a lack of services available to Cambodian and Vietnamese youth and their families in the Southeast and Southwest Seattle communities. In order to meet the critical service needs, the SFYC structured itself to provide a core continuum of on-site services, as well as working with the broader community to access more specialized services for their youth. The SFYC works with youth that are affiliated with the Scandalous Asian Gangsters, Young Blood Gangsters, Young Seattle Boyz, and the Ghetto Troop. The SFYC is heavily involved with the courts and parole in coordinating service and accountability efforts.

Opportunities Provision

Strategies supporting the opportunities provision activity in Seattle were closely linked with those that promote social intervention goals. SF/STFY/MOP case managers often do much of the front line work to directly link youth with employment, training, educational and cultural enrichment opportunities. As with social intervention supports, these services are available either through their own centers or from a range of community and public agencies.

Through the King County piece of the BTS partnership, the project provides youth with vocational and employment and training placement opportunities. In order to qualify for these opportunities, youth must demonstrate success in the academic component of the project. The SFYC has long been committed to furthering the goals of opportunities provision. One of the first services established at the center was academic assistance for youth through daily homework assistance and tutoring. Additionally, the center opened an on-site high school re-entry program. Many of the students are youth who are already involved in the Center, whose needs were not being met by similar programs in the community. A unique aspect of the program is that a probation counselor provides "Aggression Reduction Training" as part of the curriculum three days per week.

The SFYC and BTS (employment component) also partnered on expanding opportunities provision through the New Start Initiative, a joint U.S. Department of Labor and Department of Justice grant. This project involves multidisciplinary teams, including the SFYC and the King County Work Training Program, that provide youth with a package of wrap-around services including assessment, age and skill appropriate employment-related services, academic acceleration support and one-on-one case management. The New Start initiative is targeting the conflict between the Scandalous Asian Gangsters and the Oriental Fantasy Boys in the White Center area of SW Seattle/King County, as well as supporting ongoing efforts in the High Point Community

Suppression

Suppression activities are coordinated among city- and county-wide systems. The Seattle Police Department serves as the lead in implementing a highly integrated, comprehensive, city-wide approach to reducing youth crime and violence at both the policy and operational level. The SPD Youth Crimes section consists of the Gang Unit, STFY, School Emphasis Teams and the Juvenile Unit. Both the Juvenile and Gang Units work with the Seattle Team for Youth to provide positive support and guidance to at-risk youth and their families and actively support educational programs in schools and communities. It is common for case managers and police personnel to share information

on gang activity and work together in helping families, which promotes a balanced approach to intervention and accountability.

The suppression component in Seattle also includes intensive outreach activities to suspected and at-risk gang-involved youth. STFY detectives receive referrals of youth from patrol officers and conduct joint home visits with community-based case managers. The detectives and case managers work together to exhaust all treatment/intervention options before utilizing court-ordered sanctions. When necessary, punitive options (such as longer sentences) have been very effective in removing a relatively small number of youth involved in a large number of serious, violent offenses. Seattle's Gang Unit also focuses on "hot spots" and gang behavior. The squad frequents the places where gang members hang out and removes the aura of anonymity from gangs. In 2000, coordinated suppression activities were enhanced, through the implementation of "Project Ride," using Juvenile Accountability Incentive Block Grant funding. Project ride replicates elements of Boston's "Night Watch" program by teaming police detectives and juvenile probation officers who conduct home visits to probationers outside of regular hours.

Organizational Change and Development

Seattle's gang intervention policy and practice framework has evolved over a ten year period and provides sound infrastructure for a city-wide integrated response to gang-related crime. Key leadership recognized early that suppression of organized gang activity and its causes would require a collaborative effort across multiple systems and in multiple settings. The significant mobilization of citizens, policy makers and program providers exists at all levels of the city, has been ongoing and has resulted in sustained and coordinated efforts toward the suppression of gang activity and the development of a strong continuum of care, social intervention and economic and educational opportunities for youth involved in and at risk of involvement in gangs.

The Seattle SafeFutures program and the Spergel model were catalysts for further evolution in Seattle's policy and practices for gang intervention in a number of significant ways:

- The Spergel model provided City leaders with a clear framework within which to plan and organize current and future responses to gangs.
- SafeFutures stimulated an unprecedented level of collaboration between City and community resources and the broader juvenile justice system in planning and coordinating gang targeted activities as well as broader issues of juvenile delinquency.
- Spergel and SSF motivated key principals in the multiple systems that implement Seattle's gang strategies to come together and focus on how coordination of multiple efforts can be improved.
- The SafeFutures program provided resources for Seattle to initiate efforts to reduce the alarming increase in gang activity in the Southeast Asian community through the development of the Youth Center.
- The Back To School program resulted in an increased level of collaboration among the courts, community-based services and the schools to facilitate the reintegration of gang-involved youth into the public school system.
- SSF facilitated efforts to develop a coordinated intake, referral and tracking system for gang-involved youth.

Expansion of the Spergel Gang Component

In the final year of the grant, Seattle SafeFutures expanded the Spergel Model for gang prevention, intervention and suppression to the region's recent emerging hot spot for youth gang activity – Southwest Seattle and unincorporated King County. This community is known as the White Center/South Delridge neighborhood. Utilizing Seattle police data, plans were made to expand the Spergel Model into this area in early February, 2001. This coincided with a significant increase in Latino gang activity and an ongoing series of gang and drug-related shootings in this neighborhood, primarily involving youth members of Latino and Southeast Asian gangs.

In response, the Community Alliance For Youth (CAY) was initiated by local service providers in order to prevent, intervene in and suppress further youth gang activity in this area. The SafeFutures Youth Center (SFYC), with sites in High Point and White Center (New Start), has been instrumental in developing the charge, strategy and membership of the CAY. The CAY meets monthly and is charged with monitoring youth gang activity and identifying a balanced strategy to prevent, intervene in and suppress it. This strategy utilizes the Spergel model and is actively implementing the street outreach, opportunities provision, suppression and data analysis components.

SECTION V: SUMMARY DETAIL – SYSTEMS REFORM

OVERVIEW

Seattle SafeFutures laid the foundation for a fundamental systems reform effort that has grown into the Reinvesting In Youth initiative (RIY). SSF's systems reform work launched RIY toward the overarching goal of developing a consensus across key political, institutional and community leaders about the need to provide greater investment in prevention and development programs for youth. Reinvesting In Youth has been received by the local and national community as the most comprehensive, most ambitious reform effort of its scope within the juvenile justice and youth systems. Reinvesting In Youth is being championed by strong political and systems leaders who believe that the time has come and the time is ripe for fundamentally building a better system for serving our youth.

STRATEGIC PLANNING PROCESS

Seattle SafeFutures undertook an extensive strategic planning that culminated in Year Two with the production of Seattle SafeFutures Strategic Plan. The strategic planning process encompassed two major parallel initiatives: 1) the preparation of the community for systems change efforts, and 2) the collection and analysis of data and information to depict the continuum of care as it currently existed and profile youth who encounter the continuum (their risk factors and developmental assets, service needs and experiences). The assessment, planning and goal-defining work that came out of this process framed the remaining work of the Seattle SafeFutures grant, laid the foundation for the Reinvesting In Youth systems reform strategy and served as a resource for systems partners in their assessment, planning and fund development activities (see Attachment L, *Community Initiatives Inventory*). In 2000, the Seattle Public Schools used the SafeFutures Strategic plan as the foundation for a successful application to OJJDP for Safe Schools/Safe Communities funding.

Seattle SafeFutures served as a catalyst for the involvement and input of numerous key stakeholders in the region to participate at multiple levels of the planning process. In June, 1998 SSF hosted a planning retreat to which ISG, CPB and other key leaders were invited. Prior to the retreat, the findings of the systems assessment phase were distributed to all invitees. During the retreat, priority issues were developed for all at-risk youth in Seattle, as well as for at-risk girls, Vietnamese and Cambodian youth, and serious, violent, chronic juvenile offenders. Attendees also spent time developing strategies to address the top priority issues. These set the framework for identifying 16 of the goals of the strategic plan. The retreat was attended by 90 participants.

The retreat was followed up with a strategic planning meeting held at the July, 1998 CPB meeting. The outcome of this meeting was the confirmation of the 16 strategic planning goals and the direction to include juvenile justice goals that arose from the JJOMP process as goals #17 and #18 (see Attachment M, *Strategic Plan Goals*).

EVOLUTION OF REINVESTING IN YOUTH

In the Fall of 1998, SSF was faced with creating an implementation plan based on the priority areas that emerged from the 18 strategic plan goals. This was challenging in that there appeared to be no consensus among the CPB and ISG regarding which of the 18 goals should be the priority for implementation. Members agreed that the SSF strategic plan faced a major challenge - the current resource framework would not support the kind of transformation of the continuum of care envisioned in the plan.

With the guidance of an outside consultant in November, 1998, SSF and key partners took a step back in assessing where SSF could have the most significant impact on the systems affecting youth delinquency and crime. A consensus soon emerged that SSF needed to address more fundamental system reform issues before proceeding with implementation of the strategic plan. Specifically, SSF needed to embrace a broader strategy for system reform that addressed resource issues not included in the strategic planning process. SSF and key partners overwhelmingly endorsed the goal of diverting resources from deep-end services and sanctions to more preventive, early intervention strategies.

The strategic changes outlined by SSF regarding the new systems change goals required the City, County and other stakeholders to work together in unprecedented ways to tilt the juvenile justice system toward prevention and away from deep-end services.

Briefing Paper

SSF staff and consultants produced a briefing paper in early 1999 that outlined the shift in program direction away from system improvement toward significant system reform. The *Briefing Paper on Juvenile Justice Reform* was approved by the ISG and CPB in March, 1999. This briefing paper launched SSF in the work on the Feasibility Study that was intended to analyze the fiscal and organizational implications of the proposed system reform.

Systems Reform vs. Systems Improvements

By system reform, SSF meant a fundamental change in the current policy, governance and financing structures of the juvenile justice system. In contrast, systems improvements refer to enhancements to the system that provide more comprehensive, coordinated or integrated care, but do so within the current system's structure and financing patterns.

PHASE ONE: Feasibility Study

The Reinvesting in Youth Feasibility Study was launched in early 2000 and the research was completed in November, 2000. The final report was published in January 2001 (see Attachment N, *Reinvesting In Youth: Transforming Juvenile Justice and Youth Services in Seattle/King County, January 2001* and Attachment O, *Reinvesting In Youth: Feasibility Study Report*). The goal of the study was to determine the feasibility of a transformation of the juvenile justice and youth services systems. The study would examine what it would take to develop a just, effective and accountable juvenile justice and youth care system and determine if there are better and smarter ways to invest in front-end support for kids and lower the escalating costs of deep-end services. Upon reviewing the Feasibility Study report, national experts have told Reinvesting In Youth that what it is attempting is

far more complex and far beyond what other communities have attempted. (Note: during the course of the Feasibility Study, the name Reinvesting In Youth emerged for the systems reform effort.)

The following activities occurred in support of the Feasibility Study:

- Recruited a 50-member Advisory Group for the feasibility study co-chaired by Seattle Deputy Mayor Tom Byers and Juvenile Court Presiding Judge Laura Inveen.
- Conducted an extensive analysis of how City of Seattle, King County, and State of Washington funds are currently spent on King County youth (see below, "Financial Analysis" section)
- Conducted research to identify examples of proven strategies used in other communities that could fuel the reinvestment loop.
- Developed list of key informants – state and local elected officials and key leaders --to be interviewed and conducted interviews.
- Engaged Peter Greenwood of RAND to speak to local grantmakers and community leaders about the costs and benefits of violence prevention programs.
- Conducted research and discussions on the characteristics needed for the financing and governance segments of the reinvestment loop.
- Developed an initial description of how various components of a reinvestment deal could be evaluated.

Financial Analysis

The financial analysis was a core element of the Feasibility Study because it examined how funds are spent within the youth service continuum of care. The study team gathered financial data on all services provided for youth aged 12-18 by the City of Seattle, King County, and State of Washington in Fiscal Year 1998. Upon completion, this "youth budget" was analyzed according to the function of the service and its place on the investment continuum level. The key finding of the financial analysis "confirmed what was feared at the outset: public expenditures on youth are heavily tipped toward the "back end" of the system, with nearly 60 percent of the community's resources spent on the juvenile justice system."

Summary of Key Findings

The authors of the feasibility study believe that "the significant reform of the juvenile justice/ youth services system in Seattle/King County is feasible, warranted and achievable."

The authors identified the following key elements that will be critical to the success of the systems reform efforts:

- Exceptional and sustained leadership of elected officials at the highest levels;
- The ability to obtain substantial funding for a transitional period of five to seven years;

- Common goals and momentum among participants and stakeholders at all levels and of all types; and
- The crafting of creative and powerful incentives for all partners.

Other key findings included:

- The juvenile justice system in King County is too heavily weighted toward expensive, restrictive interventions.
- Change is possible, if strong political will is present.
- Many political leaders in King County have signaled strong receptivity and support for the concepts of Reinvesting in Youth.
- Strong research exists to support the idea that preventive approaches can be effective and cost efficient.
- Communities comparable to Seattle/King County have successfully created inter-governmental and public/private partnerships to guide ambitious community change efforts targeted to children, youth and families.
- Communities nationwide are successfully implementing components of the Reinvesting In Youth approach.
- There is a need for a significant infusion of “transitional funds.”
- By a wide margin, King County voters support the prevention efforts as the most effective way to reduce youth violence.

- Key Findings taken from *Reinvesting In Youth: Feasibility Study Report*

The study also found that while reform is doable, it will be challenging, requiring an unprecedented alignment of goals and resources among the City of Seattle, King County and partnering state departments.

PHASE TWO: IMPLEMENTATION PLANNING OF REINVESTING IN YOUTH

During Phase Two, Reinvesting In Youth (RIY) has been established as a partnership of top political and community leadership and is led by the City of Seattle, King County and the King County Juvenile Court. RIY seeks broad reform of the juvenile justice and youth service systems in order to realize substantial savings in expenditures on juvenile justice and other “deep-end” programs and to reinvest those savings in more prevention and earlier intervention services. RIY plans to generate these savings through targeted initial investments in prevention and intervention programs and realigning existing programs toward best practices. (see Attachment P, *Reinvesting In Youth Project Description*)

To date, Phase Two has concentrated on the following accomplishments: 1) hiring an Executive Director, 2) convening the first meetings of the RIY Steering Committee (see Attachment Q, *RIY Core Steering Committee Membership*), 3) developing three core elements of the implementation strategy and 4) continuing to cultivate commitments from RIY partners and funders. RIY is now operated by an Executive Director, Manager (Sharon Chew, former Seattle SafeFutures director), planning intern, and teams of consultants and staff advisors (see Attachment R, *RIY Staff Roster*).

Executive Director Hired

In May, 2001, Jim Street was hired as the RIY Executive Director. Mr. Street is a retired Juvenile Court judge and 12-year Seattle City Councilmember and President. His leadership will provide the momentum and perspective a reform effort of this scale requires. Mr. Street brings an unparalleled combination of leadership experience within each of the jurisdictions of the key RIY partners: juvenile justice system, King County and City of Seattle. Mr. Street has focused much attention on cultivating relationships with key leaders who will serve as the champions and agents of change for RIY including: City, County and State policy makers, funders and key leaders.

Reinvesting In Youth Steering Committee

Reinvesting in Youth convened three meetings of the RIY Steering Committee in October 2001 and January and March 2002. As detailed in Attachment A, the Steering Committee 1) is comprised of high-level political and community leadership and 2) represents the juvenile justice, human service, education, law enforcement and state legislative perspectives. This group will continue to provide oversight to RIY as it develops its implementation strategy and moves into the implementation phase.

Implementation Strategy: Investment Portfolio Design

RIY has begun developing the implementation strategy that will identify which programs will be the "initial investment targets", including who will receive these services, where they will be available and what the expected results and costs savings or cost avoidance will be. (see Attachment S, *RIY Investment Portfolio Design*) RIY is designing the portfolio on the premise that the initial investments will be targeted to the "deepest-end youth" who are using the most expensive services. These youth would be at the highest risk for entering or re-entering the juvenile justice system. As RIY continues to secure more funding and generate initial savings, investments will be expanded to serve more youth, including those who have not yet been involved with the juvenile justice system.

Implementation Strategy: Program Inventory

In order to identify which programs to invest in and realign to best practices, RIY is conducting an inventory of programs that target at-risk youth in specific regions within Seattle and King County. (see Attachment T, *Program Inventory Ideas*) The goal is that this inventory be thorough enough that it informs RIY investments and the investments of regional partners in hopes of supporting services that will have the greatest impact on our youth. The objectives of the program inventory are to:

- Inventory existing services – what is provided, where and for whom
- Evaluate existing services relative to existing needs to identify service gaps and overlaps
- Assess potential for realignment of current resources
- Identify evaluation focus
- Establish baseline for tracking changes over time
- Share findings with partners/funders ready or needing to make interim shifts

Implementation Strategy: Reclamation Project

RIY is partnering with the City of Seattle, King County and Annie E. Casey Foundation to develop a strategy for tapping into federal Title IV-E and Title XIX matching funds. Title IV-E funds are available for local government expenditures on services that prevent at-risk children and families from entering the foster care system. Title XIX funds match expenditures for services that help

Medicaid-eligible youth access eligible benefits. RIY is receiving guidance from AEC consultant Norm Zimlich on how to develop a funding strategy that secures alternative fund sources such as Title IV-E and Title XIX.

RIY Funding Development

Reinvesting In Youth continues to develop strong relationships with current and potential funders. RIY was awarded \$ 184,000 from the City of Seattle's 2002 budget. This is a significant commitment from a City implementing significant budget cuts and hiring freezes in the face of a weakened economy. King County contributed \$16,400 towards a portion of the RIY Executive Director's salary for 2001 and anticipates a contribution of \$27,000 in 2002. RIY continues a very positive relationship with the AEC Foundation. AEC awarded RIY \$75,000 in 2000, \$50,000 in 2001 and recently approved a 2002 request for \$100,000. Bart Lubow of AEC conducted a site visit to RIY in December 2001. Mr. Lubow met with RIY staff, consultant and partners and was briefed on RIY activities and complementary regional juvenile justice reform efforts such as the JJOMP and JAIBG Information Sharing Project. Mr. Lubow expressed very positive feedback to RIY and explored additional ways AEC can engage additional expertise that would support RIY's goals.

RIY has also recently been awarded funding from the Satterberg (\$20,000) and Laurel (\$50,000) Foundations. Combined government, national foundation and local foundation commitments are now sufficient to carry out Phase II of RIY. RIY continues to cultivate relationships with additional potential funders including the Gates and Allen Foundations to whom we hope to submit requests for transition dollars to fund the initial investment portfolio of programs in Phase III of Reinvesting in Youth . RIY has also cultivated promising relationships with a number of additional potential funders including the Paul Allen Foundation, the Casey Family Foundation, the Seattle Foundation and Social Venture Partners. The Gates and Allen Foundations have agreed to facilitate an "RIY funders meeting" in Seattle in May 2002 to explore a combined funding partnership for Phase III of RIY. Participants will include the Gates, Allen, Stuart, Packard and Annie E. Casey Foundations and local foundation representatives such as Satterberg and Laurel.

RIY Communications Strategy Being Developed: RIY with the assistance of OJJDP and IEL has brought in Dan Macallair to advise on the development of a two year communications strategy. Mr. Macallair works with a national juvenile/criminal justice organization and facilitated a RIY public relations planning meeting among staff from RIY, King County Executive's Office, KC JJOMP, Seattle Mayor's Office and Seattle Human Services Department. This meeting identified the framework that is now being drafted into the RIY communications strategy.

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