Ordinance No. 122967

Council Bill No. 116489

AN ORDINANCE related to the Seattle Youth Violence Prevention Initiative, lifting a budget proviso, amending the 2009 Adopted Budget, creating a new Youth Violence Prevention budget control level, changing appropriations to various department budgets and budget control levels, and abrogating positions in connection thereto.

The City of Seattle - Legislative Department

Council Bill/Ordinance sponsored by: TB

Councilmember

Committee Action:

4/21/09 MSP to adopt ordinance 3-0-0 TB, NL, BH

4/27/09 Pass 8-0 (SC excused)

CF No.

Date Introduced: 3-30-09	
Date 1st Referred: 3-30-09	To: (committee) Public Safety, Human Services & Education (PSHSE)
Date Re - Referred:	To: (committee)
Date Re - Referred:	To: (committee)
Date of Final Passage: 4-27-09	Full Council Vote: 8-0
Date Presented to Mayor: 4-28-09	Date Approved: 5-6-09
Date Returned to City Clerk: 5-6-09	Date Published: 5 T.O. ✓ F.T.
Date Vetoed by Mayor:	Date Veto Published:
Date Passed Over Veto:	Veto Sustained:

This file is complete and ready for presentation to Full Council. Committee: (initial/date)

Law Department

Law Dept. Review | OMP Review | City Clerk Review | Electronic Copy Loaded | Indexed

City of Seattle

Gregory J. Nickels, Mayor

Office of the Mayor

March 24, 2009

Honorable Richard Conlin, President
Seattle City Council
City Hall, 2nd Floor

Dear Council President Conlin:

I am pleased to transmit the attached proposed Council Bill, which lifts a budget proviso and amends the 2009 Adopted Budget to support the Seattle Youth Violence Prevention Initiative (SYVPI), a new approach that will dramatically change how the City deals with youth violence.

While Seattle's overall crime rate has dropped to its lowest point in more than 40 years, violence involving our city's young people is unacceptably high. The SYVPI, which was developed in consultation with community leaders, Seattle Public Schools, members of the faith community and others, will focus on approximately 800 children a year who are at the highest risk of perpetuating violence or becoming victims. Specifically, the SYVPI will help youth with repeat offenses re-enter society from detention programs; provide alternatives for youth who are arrested for crimes, but released because they don't meet the admission criteria for county detention; help middle-school truants and students at risk of suspension stay in school and succeed; and prevent victims of violence and their friends and relatives from continuing the cycle of violence through retaliation.

In approving the budgets for the SYVPI elements, the Council placed a portion of the funds in Finance General with the intent that the Executive provide a strategic plan to both reduce youth violence immediately and address its long-term causes. The plan was to address the design, implementation, and effectiveness of the elements of the Initiative for which funds were reserved in Finance General in 2009 and 2010. That plan is attached to the fiscal note that accompanies this legislation.

City staff have worked closely with representatives of the three neighborhood networks in southeast, southwest, and central Seattle to strengthen the model of the SYVPI. Central to the success of the Initiative is that community-based organizations will coordinate the prevention activities that are developed for their neighborhoods. The Initiative, among other things, will establish three youth centers with extended hours that will give youth a safe place to go, or be taken, helping them to stay out of trouble. The services that are part of the SYVPI include outreach, case management, anger management, youth employment and pre-apprenticeships, recreation, police officers in middle schools, emphasis patrols by the police in the three neighborhoods, and mentoring. In addition, the Initiative will generate other community, grass-roots project that are determined to have an effect on youth violence with some, but not all, supported with City funding. I am challenging our community partners in this Initiative to achieve the ambitious goals of a fifty percent reduction in juvenile violent crime referrals in the three network neighborhoods, and a fifty percent reduction in the number of suspensions/expulsions due to violent incidents in the neighborhoods' middle schools. Thank you for supporting this most important effort. If you have questions, please call Doug Carey at 206/684-8067.

Sincerely,

GREG NICKELS
Mayor of Seattle

cc: Honorable Members of the Seattle City Council

600 Fourth Avenue, 7th Floor, P.O. Box 94749, Seattle, WA 98124-4749
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ORDINANCE 122967

AN ORDINANCE related to the Seattle Youth Violence Prevention Initiative, lifting a budget proviso, amending the 2009 Adopted Budget, creating a new Youth Violence Prevention budget control level, changing appropriations to various department budgets and budget control levels, and abrogating positions in connection thereto.

WHEREAS, while Seattle's overall crime rate has dropped to its lowest point since 1968, violence involving the city's young people is unacceptably high; and

WHEREAS, to respond to the high number of violent incidents involving youth, the City of Seattle brought together community leaders, School District representatives, and members of the faith community to review proven anti-violence strategies to develop a new approach to preventing youth and gang-related violence in Seattle; and

WHEREAS, the Seattle Youth Violence Prevention Initiative (SYVPI) was developed to identify and help young people at the highest risk of perpetuating, or becoming victims of, violence at vulnerable points in their lives; and

WHEREAS, the SYVPI proposes a new approach of using outreach workers to prevent violent acts and retaliation before they occur and to engage youth in pro-social activities; and

WHEREAS, the SYVPI calls for establishing youth centers with extended hours, thereby giving youth a safe place to go or be taken to stay out of trouble; adding police officers in middle schools; improving school attendance, and training children to deal with conflict; supporting more community-based projects that engage and mentor young people; and providing youth employment opportunities; and

WHEREAS, the SYVPI is being coordinated through three neighborhood networks in southeast, southwest, and central Seattle, and community organizations in the network areas have presented the City with plans describing how best to serve youth; and

WHEREAS, the SYVPI is being charged to achieve a fifty percent reduction in court referrals for juvenile violent crime committed by youth living in the three network neighborhoods and a fifty percent reduction in the number of suspensions/expulsions due to violent incidents in five selected middle schools; and

WHEREAS, the City Council placed a proviso on $1,259,247 in the 2009 Adopted Budget for the Finance General budget control level, as well as on $3,227,656 expected to be

LH COUNCIL CLERK

appropriated in 2010, all of which is to be spent solely for youth violence prevention once authorized by future ordinance; and

WHEREAS, attached to the fiscal note that accompanies this legislation, the Executive is transmitting to Council a detailed response to Statement of Legislative Intent (SLI) #122-2-A-1 described in Ordinance 122863 and a plan outlining the strategic and financial components of the SYVPI and, through this SLI response and legislation, has satisfied the terms of the budget proviso; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The restrictions imposed by the following budget proviso are removed and they are no longer restrictions for any purpose including for Subsection 1(b) of Ordinance 122863:

Department	2009 Green Sheet	Proviso Description	Budget Control Level
Finance General	#122-1-A-1	Of the appropriation for 2009 for the Finance General Reserves BCL, $1,259,249 is appropriated (and of the amount endorsed for 2010, $3,227,656 is expected to be appropriated) solely for youth violence prevention, and may be spent for no other purpose. None of the money appropriated for 2009 (and none of the money endorsed for 2010) for the Finance General Reserves BCL may be spent for youth violence prevention until authorized by future ordinance.	Reserves (2QD00)

Section 2. The 2009 Adopted Budget is amended with the creation of a new Youth Violence Prevention budget control level added to Attachment A of Ordinance 122863 as follows:

LH COUNCIL CLERK

Fund	Department	BCL Code	BCL Name	BCL Purpose
General Subfund	Department of Neighborhoods	I4100	Youth Violence Prevention	The purpose of the Youth Violence Prevention Budget Control Level is to reduce juvenile violent crimes.

Section 3. The appropriations for the following items in the 2009 Budget are modified, as follows:

Item	Fund	Department	Budget Control Level	Amount
2.1	General Subfund (00100)	Finance General	Reserves (2QD00)	($1,259,247)
2.2	General Subfund (00100)	Finance General	Support to Operating Funds (2QE00)	$971,747
2.3	Human Services Operating Fund (16200)	Human Services Department	Youth Development & Achievement (H20YD)	$723,358
2.4	Parks and Recreation Fund (10200)	Parks and Recreation	Recreation Programs & Facilities (K310D)	$248,389
2.5	General Subfund (00100)	Department of Neighborhoods	Youth Violence Prevention (I4100)	$287,500

Section 4. Due to the determination that certain services will be more effectively delivered through neighborhood-based agency staff rather than City staff, the following positions are abrogated in the Human Services Department, effective April 1, 2009:

Department	Position Title	Position Number	Position Status
Human Services	Human Service		Full-time

LH COUNCIL CLERK

Department	Coordinator	10004465	
Human Services Department	Human Service Coordinator	10004466	Full-time

Section 5. The provisions of this ordinance are declared to be separate and severable. If one or more of the provisions of this ordinance shall be declared by any court of competent jurisdiction to be contrary to law, the provision shall be severed from the rest of the ordinance and all other provisions shall remain valid.

Section 6. Any act pursuant to the authority of this ordinance taken after the passage of this ordinance is hereby ratified and confirmed. If any provision of this ordinance is determined to be invalid or unenforceable the remainder shall nonetheless remain in full force and effect.

Section 7. This ordinance shall take effect and be in force thirty (30) days from and after its approval by the Mayor, but if not approved and returned by the Mayor within ten (10) days after presentation, it shall take effect as provided by Municipal Code Section 1.04.020.

LH COUNCIL CLERK

Passed by the City Council the 27th day of April, 2009, and signed by me in open session in authentication of its passage this 27th day of April, 2009.

President _____ of the City Council

Approved by me this 6th day of May, 2009.

Gregory J. Nickels, Mayor

Filed by me this 6th day of May, 2009.

Carol M. Shenk
Acting City Clerk

(Seal)

CITY COUNCIL CLERK

Form revised November 11, 2008

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	DOF Analyst/Phone:
Finance	Donnie Grabowski / 233-2603	Doug Carey / 684-8067

Legislation Title: AN ORDINANCE related to the Seattle Youth Violence Prevention Initiative, lifting a budget proviso, amending the 2009 Adopted Budget, creating a new Youth Violence Prevention budget control level, changing appropriations to various department budgets and budget control levels, and abrogating positions in connection thereto.

Summary of the Legislation: **This legislation 1) lifts a budget proviso, thereby authorizing the expenditure of $1,259,247 from the 2009 Adopted Budget of the Finance General Budget Control Level in support of the Seattle Youth Violence Prevention Initiative (SYVPI), 2) creates a new Youth Violence Prevention Budget Control Level (BCL) in the Department of Neighborhoods, 3) reappropriates funds from Finance General to various city departments to continue SYVPI implementation in 2009, and 4) abrogates two positions in the Human Services Department budget, as neighborhood-based agency staff, rather than City staff, will coordinate certain SYVPI activities.**

Background: The Seattle Youth Violence Prevention Initiative (SYVPI) is a new approach that began in January 2009, and is changing how the City addresses youth violence. While Seattle's overall crime rate has dropped to its lowest point in more than 40 years, violence involving our city's young people is unacceptably high. The SYVPI, which was developed in consultation with community leaders, Seattle Public Schools, members of the faith community and others, will focus on approximately 800 children a year who are at the highest risk of perpetuating violence or becoming victims. Specifically, the SYVPI will help youth with repeat offenses re-enter society from detention programs; provide alternatives for youth who are arrested for crimes, but released because they don't meet the admission criteria for county detention; help middle-school truants and students at risk of suspension stay in school and succeed; and prevent victims of violence and their friends and relatives from continuing the cycle of violence through retaliation.

City staff have worked closely with representatives of the three neighborhood networks in southeast, southwest, and central Seattle to strengthen the model of the SYVPI. Central to the success of the Initiative is that community-based organizations will coordinate the prevention activities that are developed for their neighborhoods. The Initiative, among other things, will establish three youth centers with extended hours that will give youth a safe place to go, or be taken, helping them to stay out of trouble. The services that are part of the SYVPI include outreach, case management, anger management, youth employment and pre-apprenticeships, recreation, police officers in middle schools, emphasis patrols by the police in the three neighborhoods, and mentoring. In addition, the Initiative will generate other community, grass-roots project that are determined to have an effect on youth violence with some, but not all, supported with City funding,.

LH COUNCIL CLERK

The City is working with specific community partners to design neighborhood networks, such as the Urban League of Metropolitan Seattle, which has been designing the central area network and is in the process of implementing its plan. Southwest Youth and Family Services and Atlantic Street Center have been helping to design the networks in southwest and southeast, respectively, and the City hopes to award contracts in May 2009 to begin implementation in those areas. The City plans to achieve a fifty percent reduction in juvenile violent crime referrals in the three network neighborhoods and a fifty percent reduction in the number of suspensions/expulsions due to violent incidents in five selected middle schools. City staff will manage contracting for many of the services provided in the plan and have been researching best practices in each category of funding to assure that interventions are appropriate and effective for the populations served by the Initiative.

In approving the 2009 budgets for the SYVPI elements, the Council placed a portion of the funds in Finance General with the intent that the Executive provide a strategic plan including a continuum of responses that will both immediately reduce youth violence and address its long term causes. The plan was to address the design, implementation, and effectiveness of the elements of the Initiative for which funds were reserved in Finance General in 2009 and 2010. The Council also adopted Council Proviso #122-1-A-1, which states that $1,259,249 in the 2009 Finance General budget and funding endorsed in 2010 is expected to be spent solely for youth violence prevention, and that none of the funds may be spent until authorized by future ordinance.

A detailed response to Statement of Legislative Intent (SLI) #122-2-A-1 and a plan outlining the strategic and financial components of the SYVPI is attached to this fiscal note. This legislation, which supports the financial components of the SYVPI plan, specifically does the following:

Section 1: Lifts Council Proviso #122-1-A-1 noted above in the Background section.

Section 2: Creates a new Youth Violence Budget Control Level in the Department of Neighborhoods.

Section 3:

a) Transfers $971,747 from Finance General's Reserves BCL to Finance General's Support to Operating Funds Budget Control Level (BCL) (row 2.2). The Support to Operating Funds BCL functions as a necessary middle step between Finance General and departments that have their own operating funds. All funds transferred into this BCL are immediately appropriated to departments, as reflected in rows 2.3 and 2.4 of the table.

b) Transfers $723,358 from the Human Services Operating Fund to the Human Services Department, and appropriates $723,358 to the department's Youth Development & Achievement BCL (row 2.3). Of the $723,358, $146,667 is to pay for 2009 Neighborhood Network Coordination services in the Southwest and Southeast areas of Seattle; $93,333 is to pay for 2009 Intake/Screener services also in these areas, and $483,358 is to pay for 2009 Case Management services in the Central, southeast, and southwest areas.

LH COUNCIL CLERK

c) Transfers $248,389 from the Parks and Recreation Fund to the Department of Parks and Recreation, and appropriates $248,389 to the department's Recreation Programs & Facilities BCL (row 2.4). Of the $248,389, $155,219 is to pay for street outreach services for the period June 2009-December 2009; and $93,170 is to pay for Recreation services for the period (July 2009- December 2009).

d) Transfers $287,500 from Finance General's Reserves BCL to a new Department of Neighborhoods Youth Violence Prevention BCL (row 2.5) to pay for $130,000 in mentorship services conducted by a community-based organization beginning in June 2009 and $157,500 for youth center coordinator positions slated to begin in June 2009.

These transactions result in a net change of $0 City-wide.

Section 4

e) Abrogates 2.0 FTE Human Service Coordinator positions in the Human Services Department that were established in the 2009 Adopted Budget for the SYVPI. The original plan, which was to hire City employees for these positions, was subsequently changed to contract directly with the network providers for a portion of intake/screening work. Therefore, these positions are no longer required.

X **This legislation has financial implications.** *(Please complete all relevant sections that follow.)*

Fund Name and Number	Department	Control Level* Budget	2009 Appropriation	2010 Anticipated Appropriation*
General Subfund (00100)	Finance General	Reserves (2QD00)	($1,259,247)	TBD
General Subfund (00100)	Finance General	Support to Operating Funds (2QE00)	$971,747	TBD
Human Services Operating Fund (16200)	Human Services Department	Youth Development & Achievement (H20YD)	$723,358	TBD
Parks and Recreation Fund (10200)	Parks and Recreation	Recreation Programs & Facilities (K310D)	$248,389	TBD
General Subfund (00100)	Department of Neighborhoods	Youth Violence Prevention (I4100)	$287,500	TBD

* Note: Details will be included in the Mayor's 2010 Proposed Budget.

LH COUNCIL CLERK

Anticipated Revenue/Reimbursement: Resulting From This Legislation: *N/A*

Notes:

Total Regular Positions Created, Modified, Or Abrogated Through This Legislation, Including FTE Impact: *This table should only reflect the actual number of positions affected by this legislation. In the event that positions have been, or will be, created as a result of other legislation, please provide details in the Notes section below the table.*

Position Title and Department	Position # for Existing Positions	Fund Name & #	PT/ FT	2009 Positions	2009 FTE	2010 Positions*	2010 FTE*
Human Resources Coordinator / Human Services Department	10004465	Youth Development & Achievement (H20YD)	FT	(1)	(1.0)	0	0
Human Resources Coordinator / Human Services Department	10004466	Youth Development & Achievement (H20YD)	FT	(1)	(1.0)	0	0
TOTAL				**(2)**	**(2.0)**	**0**	**0**

** 2010 positions and FTE are total 2010 position changes resulting from this legislation, not incremental changes. Therefore, under 2010, please be sure to include any continuing positions from 2009.*

- **Do positions sunset in the future? No.**

Spending/Cash Flow: *N/A*

- **What is the financial cost of not implementing the legislation?** *(Estimate the costs to the City of not implementing the legislation, including estimated costs to maintain or expand an existing facility or the cost avoidance due to replacement of an existing facility, potential conflicts with regulatory requirements, or other potential costs if the legislation is not implemented.)*

If legislation is not implemented, continued funding for the SYVPI, which began in January 2009, would stop and programming would cease.

- **What are the possible alternatives to the legislation that could achieve the same or similar objectives?** *(Include any potential alternatives to the proposed legislation, such as reducing fee-supported activities, identifying outside funding sources for fee-supported activities, etc.)*

It is necessary to appropriate funds from Finance General and departmental budgets so that SYVPI dollars can be spent to continue program implementation beyond what was originally appropriated in 2009 departmental budgets.

Is the legislation subject to public hearing requirements: No.

- **Other Issues** (*including long-term implications of the legislation*):

Please list attachments to the fiscal note below:

Attachment A: Response to Statement of Legislative Intent (SLI) #122-2-A-1 a
Attachment B: SYVPI Strategic and Financial Plan

Response to Statement of Legislative Intent (SLI)

The Seattle Youth Violence Prevention Initiative (SYVPI) Plan is attached. It contains a Plan overview and detailed descriptions for each Investment Area addressing the following questions:

- What will the Investment buy?
- Primary population served?
- Results to be achieved through the Investment?
- Critical partnership elements?
- Management and phase-in of programs and methodology for selecting providers?
- Ways in which Investment is different from previous strategies and why it is likely to achieve results?
- Funding assumptions?

Many of the questions asked in the SLI are addressed in the Investment Plans. However, since the SYVPI Plan is not organized by response to questions posed in the SLI, this document will help provide responses to the SLI questions and/or direct the reader to the Plan, as appropriate.

SLI Questions

a. **...The Council intends that the Initiative begin delivering as soon as possible the services of violence interrupters, anger management training and youth employment, because these offer good prospects of helping young people avoid violence in short and medium term;**

Outreach Workers (Violence Interrupters): Outreach workers began training in mid-January with a visit to Washington, D.C. for instruction in that city's Critical Incident Response (CIR) process. Accompanied by Seattle Police Department (SPD) staff, they received training in CIR protocols and actually observed the process in action. Subsequently they received further training by SPD and are scheduled for De-Escalation and Ethics training at the end of March. They will be deployed in early April.

The Urban League of Metropolitan Seattle (Urban League) will provide outreach services for the three Initiative Networks under a contract with the City of Seattle.

Anger Management: Anger management services for the Initiative were funded by redirecting money from youth mental health counseling. The timeline for implementation of the Initiative calls for anger management services, in the form of Aggression Replacement Therapy (ART), to begin in July 2009. In the interim, HSD developed a transition plan to provide continuity of service, while ensuring that redirected funding is available when needed for new services. In order to transition youth currently being served in mental health counseling, contracts were extended with providers at current funding levels for the remainder of the 2008-09 school year. Youth in the central network area can be referred to these services as needed. ART classes are scheduled to begin in July. A Request for Investment (RFI) for services will be issued by HSD in early April.

Youth Employment: Youth employment services are currently available. Planning and recruitment is underway for a robust summer youth employment program, possibly augmented by Stimulus funding. HSD staff are working with County Detention, the Juvenile Rehabilitation Administration (JRA), the Urban League, the School District and other community agencies to recruit Initiative-eligible youth.

b. ...The Council intends that law enforcement play a larger role in the Initiative than originally proposed, in order to immediately increase safety in schools and on the street;

SPD's youth violence response will include prevention and enforcement activities. It will involve specialty officers, such as the School Emphasis Officers described on pages 30 and 31 of the Council Report Investment Summary, a new gang squad described below, and a multi-jurisdictional gang task force described below. As those on the front line of street activity, patrol officers will play a significant role in the enforcement efforts through regular patrol operations, focused overtime emphases and teaming with King County probation officers to deter criminal activity in areas where young people hang out.

- As part of the Initiative's street outreach investment, police officers will participate in a coordinated Critical Incident Response to the scene of homicides and violent assaults involving young people in an effort to avoid retaliation by victims of violence or their associates. Emotions of those victimized by violence are often heightened following such an incident. Other jurisdictions, notably Washington, D.C., Baltimore, Chicago and Boston, have found that a rapid response to the scene of such incidents by trained outreach workers and police can be effective in avoiding acts of retaliation when an immediate and short-term deterrence plan is enacted. Protocols that address when the team will be deployed and what interventions are to be implemented have been drafted by the Police Department, HSD, and the Urban League. Training of patrol officers, who patrol the streets and will be on the crime scene, will be performed through training videos at roll calls. Critical Incident Response capability will be in place in April.

- A new day squad of one sergeant and five detectives will be added to the Gang Unit. The Unit currently operates with two night squads comprised of two sergeants and ten detectives that work 7 PM to 4 AM shifts. One squad works Tuesday through Friday and the other works Wednesday through Saturday. The new day squad will work 11 AM to 7 PM, Monday through Friday. The new squad is being created in response to increased criminal activity taking place in the areas surrounding schools. While its focus is intended to be the neighborhoods in the Initiative, it will be used flexibly to respond to problems that arise downtown and in the north end of the city. The new unit will be in the field on April 4.

- The Police Department is working with jurisdictions throughout Puget Sound to form a multi-jurisdiction gang task force. The task force will perform joint operations to intervene in criminal activity where gang involvement is suspected. In addition to acting as a deterrent to crime, the operations will have an enforcement goal of taking guns off the street. The effort was formed with the assistance of a $100,000 State grant from the Washington Association of Sheriffs and Police Chiefs.

- Modeling the success of the Neighborhood Corrections Initiative (NCI), which deploys State parole officers with Seattle police officers, the Police Department is negotiating with King County Probation to allow juvenile probation officers to ride in tandem with SPD patrol officers. The success of the NCI is that it teams law enforcement personnel who are able to take more effective action against people on the streets who may be violating conditions of their parole. The powers of juvenile probation officers to detain youth who may be violating their probation is more limited than those of adult parole officers, but it is the goal of this effort to deter criminal activity through the presence of the law enforcement teams in high-crime areas frequented by young people. This strategy was effectively deployed in Boston's Ceasefire initiative.

- A law enforcement emphasis using 1,500 hrs of overtime at a cost of $94,000 is part of the Initiative. The effort to put bicycle and foot patrols in the areas of high crime activity involving young people began in the summer of 2007 in Rainier Beach and was expanded last year to include the Central Area. Deployments during the summer months in the three neighborhoods of the Initiative will be implemented as needed at the discretion of the Chief.

c. **...The Council intends that the Initiative continue to organize and develop a strategic plan for community involvement, case management and youth services that promise long term reductions in violence;**

See Appendix B for strategic plan.

d. **...The Council intends that the City improve its understanding of the nature, extent, location and origins of youth violence, so that the Initiative can be as focused and effective as possible.**

Multiple measures will be used to improve the City's understanding of youth violence.

- An integrated data system is a key feature of the SYVPI. Intake staff, case managers and service providers will have the capability to track use of services by youth and monitor changes in behavior. In addition, Network coordinators, city staff and service providers will be able to aggregate data to see how well important milestones and indicators are being met. These milestones and indicators are based on the assumptions made about the extent, location, and origins of youth violence. Course corrections for programs will be based in part on the results of reviewing this data. The data system will also support determining the extent to which outcomes have been met, and to evaluate the ways in which various components of the SYVPI contributed to outcomes.

- Outreach workers will be a valuable source of information for better understanding youth violence. While less structured than the data system describe above, outreach worker reports can provide an important function of "ground truthing" the assumptions made in developing the SYVPI. Outreach workers can inform the way resources are targeted and may identify trends earlier than administrative data sources can.

- Administrative data will be used to inform overall strategy. Arrest data will be used to improve the City's understanding of the nature of criminal activity in the network areas. In addition, court referral data provides valuable information about the geographic location of offenders so services can be better targeted. Court referral data also informs the City about the level of repeat offending – a key approach to addressing youth violence. Finally, aggregating results from risk assessments and intake forms will provide important information about the prevalence and clustering of risk factors.

- There will be an annual report to the citizens and stakeholders showing the outcomes achieved by the SYVPI, highlighting individual program outcomes, suggesting course corrections and including next steps. The Initiative Director will report to the City Council on at least a quarterly basis. These reports will include information about the City's understanding of the nature of youth violence and how the Initiative is tailored to address key issues.

LH COUNCIL CLERK

e. **...The Council intends that the City open a regional discussion with community leaders and law enforcement officials from other jurisdictions about reducing youth gang involvement, which is one major source of youth violence.**

Young people's violent behavior in gangs is a complex problem. Its effects are not bound by the lines of government jurisdictions. It was in the context of heightened youth violence in Seattle and King County last year that the City developed this Initiative. In response to the problem, law enforcement reached across jurisdictional lines to form the multi-jurisdiction gang task force that is described above. Staff who developed this Initiative have also worked with King County Juvenile Court staff to coordinate this Initiative's efforts with ongoing programs and clients of the King County system.

This Initiative has developed a focused project for Seattle that includes indicators and outcomes to determine effectiveness. As with many public health initiatives that began in Seattle, it is hoped that, if this effort is found to be effective, the approach will be promoted as one that could work effectively on a broader scale.

In the meantime, the Initiative will focus on Seattle. As described in the Neighborhood Networks Investment Summary of the Council Report Investment Summary, the programs of the Initiative will potentially reach across the city limits in Southeast and Southwest, where the criminal activity and the youth who commit it move freely from unincorporated King County to Seattle and vice versa.

This approach will allow King County police chiefs to continue coordination on this problem and City staff involved in the Initiative to find regional forums, like the Regional Law, Safety and Justice Committee or the Center for Children & Youth Justice, to generate regional support for a coordinated response to youth violence.

1. **How will the Human Services Department manage the transition from its existing youth case management system to the new system planned for the Initiative?**

The Human Services Department extended contracts through June 2009 with eight agencies that provide case management services as part of the Seattle Team for youth consortium. Extending funding for these organizations ensured continuity of service for the approximately 180 youth that were receiving services at the end of 2008 and had not either transitioned to other services or left the program. Twelve FTE case managers, down from the initial team of 19 case managers, were retained to meet the needs of these youth with an average caseload of about 15 youth per case manager. Case managers have identified 114 youth on their current caseloads that are tentatively eligible for service under the SYVPI. If youth need continued services after June and if they are within the focus populations, they can be transitioned to services under the Initiative. Case managers will work with other clients to complete service plans or identify other resources in the community to meet the youth and family's needs.

2. **What are the expectations about the use of the Neighborhood Matching Fund (NMF) for the Initiative in the medium and long term? Renewing in 2009 some NMF projects begun in 2008 will be an exception to the normal NMF practice. Does this represent a temporary measure or a long term change? How will the open, citizen-driven approach of the NMF be effectively combined with a rigorous, evidence-based approach to violence prevention?**

The NMF Sustaining Fund of $75,000 for FY 2009 represents one-time funding available each year to assist each previous year's NMF recipients.

NMF youth projects are not directly linked to evidence-based practice. However, this investment area will play a critical role in responding to the needs of the priority youth and their communities, and creates a system of attraction for bringing disengaged youth

into the Networks. No one strategy is the key to eliminating youth violence. The NMF Youth Initiative provides an opportunity to innovate and incubate new strategies. The Initiative's data collection and outcomes based strategy will provide an opportunity to evaluate these locally developed programs and measure their effectiveness in reducing youth violence.

3. **What will be the role in the Initiative of the Police Department and law enforcement generally? What strategies will the police employ beyond school outreach and periodic emphasis patrols? In particular, how can law enforcement reduce the number of illegal guns in the hands of juveniles?**

   The role of law enforcement is described in item "b" above. Removal of guns from the streets will be a goal of the gang squads and the multi-jurisdictional task force.

4. **What more can we learn about the nature, extent, location and origin of youth violence in the city? How will this information be used to guide the Initiative?**

   See answer to item "d" above.

5. **What should be the balance between a focus on the prevention of criminal violence and a broader effort to improve the health and welfare of children and young people in need?**

   The City has developed a "Children's Budget" that shows how resources are used to benefit children and families in the city. In this way, policy makers can see how resources are distributed along a continuum providing prevention, early intervention, and treatment services. Over sixty-one million dollars are invested in programs that benefit children in the city. More than half of the funds, thirty-nine million dollars, are used for general prevention services available to all children.

   Many children and their families benefit from these investments. Most children in the city lead safe, healthy, and enriching lives. By taking advantage of the resources available, they are able to learn and grow to give back to their community. At the same time, too many of the city's children are at risk of negative outcomes as they grow. They lack the protective factors that insulate them from the challenges that others can overcome.

   Investing heavily in prevention programs has resulted in benefits to the city and its families. More significant costs are avoided by favoring prevention services. However, because of the unacceptably high rate of youth violence in the city, the SYVPI is intended to increase resources for early intervention and treatment services.

6. **How will the Initiative as a whole and each element be evaluated? How will the City ensure a fit between the objectives of each element and the stated overall goal of substantially reducing violence soon? At what points will the City review evidence of the effectiveness of each element and decide whether to continue the element, increase it, revise it or end it, as the evidence indicates?**

   Data will be collected and analyzed at the individual youth, Investment Area, Network and Initiative levels in order to measure the effectiveness of the Initiative. Indicators for each Investment Area are detailed in the Initiative Plan and, where possible, are derived from the elements of best practice for each Investment Area. That is to say, if Investment Areas achieve their indicators, they should be helping young people change their behavior in positive ways and will thus contribute to achieving the two Initiative Outcomes.

   Neighborhood Networks will be held accountable for achieving the two SYVPI overarching outcomes. At the Network level, youth will be engaged in multiple activities. Indicators will, as a result, be less specific but will determine the youth's commitment to change, as measured by an increasing commitment to engage in pro-social activities, a

L.H. COUNCIL CLERK

prolonged engagement in network activities, and finally, a prolonged period of time without engaging in violence.

The City will be reviewing data on a monthly basis. If dramatic problems are evident, the City would act quickly to consult on course corrections. For 2009, contracts terminate at the end of the calendar year and performance pay will be based upon achieving indicators, since one full year of operation will not have been achieved. The City will have an opportunity to assess performance against outcomes in July, 2009. That data should be helpful in determining major course corrections or alterations to programs. Other cities, such as Chicago, Washington D.C. and Baltimore have counseled patience, citing their experiences of program development and improvement over five and more years.

That being said, the City views the data system as a positive, not punitive, process to help improve program quality and outcomes as implementation proceeds.

7. **How is the Initiative best organized? What departments should be responsible for what elements? What is the best form of leadership for the Initiative as a whole?**

The SYVPI will be managed by the Initiative Director who will be located in the Office for Education. For 2010, all funding for the Initiative, except for SPD, will be centralized in the Office for Education. Due to budget actions that have already been taken for the 2009 budget, this year will be considered a transition year and is not entirely centralized. In both 2009 and 2010, the Office for Education will negotiate Memoranda of Agreement with other city departments, to define spending plans and define performance requirements.

All areas of investment in the SYVPI will be performance based. Networks and programs must demonstrate progress on indicators in order to receive full allocation of their funding.

Departments will be responsible for elements as listed below:

Department of Neighborhoods	Neighborhood Match Fund Projects
Human Services Department	Outreach Intake, Referral and Assessment Case Management Mentoring Anger Management Youth Employment and Apprenticeships Sustaining Funding
Department of Parks and Recreation	Youth Centers/Recreation Expanded Late Night Recreation
Seattle Police Department	School Emphasis Officers Overtime Emphasis Patrols
Office for Education	Neighborhood Networks Data Collection and Reporting Coordination and Management

Because Neighborhood Networks are the linchpin of the Initiative and because of the distributed nature of services that support the Networks, leadership must be highly collaborative. The Initiative Director will help facilitate, guide, communicate and engage in shared and collaborative leadership rather than acting a controlling or directive manner. Data will provide glue for the Initiative and will help all participants determine when course corrections need to be made.

Seattle Youth Violence Prevention Initiative

Appendix B

LH COUNCIL CLERK

TABLE OF CONTENTS

COUNCIL REPORT INVESTMENT SUMMARY 1

NEIGHBORHOOD NETWORKS INVESTMENT SUMMARY 11

STREET OUTREACH INVESTMENT SUMMARY 14

REFERRAL, INTAKE & SCREENING INVESTMENT SUMMARY 17

CASE MANAGEMENT INVESTMENT SUMMARY 19

ANGER MANAGEMENT INVESTMENT SUMMARY 22

EMPLOYMENT AND TRAINING INVESTMENT SUMMARY 24

MENTORING INVESTMENT SUMMARY 26

NEIGHBORHOOD MATCHING FUND INVESTMENT SUMMARY 28

SCHOOL EMPHASIS OFFICERS INVESTMENT SUMMARY 30

SUSTAINING INVESTMENT SUMMARY 32

YOUTH CENTERS INVESTMENT SUMMARY 34

BUDGET 37

Seattle Youth Violence Prevention Initiative
Council Report Investment Summary

What Will the Seattle Youth Violence Prevention Initiative (**SYVPI**) Investment Buy?

The intended outcomes of the SYVPI are:

- A 50% reduction in court referrals for juvenile crimes against persons committed by youth residing in the Central Area, Southeast Area, and Southwest Area Networks, and
- A 50% reduction in the number of suspensions/expulsions due to violence-related incidents at Denny, Aki Kurose, Madrona K-8, Madison, Mercer, and Washington Middle Schools.

Court referrals for juvenile crimes against persons are used as a measure of determining the level of violent crimes in the three network areas. The best measure of violent crime would be based on the actual number of crimes committed by juveniles. However, victims cannot always accurately report the age of the offender. In some cases, the offenders are not seen by the victim or witnesses and no assessment of the offender's age is possible. In addition, many juvenile violent offenses involve multiple offenders and using the number of violent crime reports would not account for all offenders.

Referrals to court are cases where the Seattle Police Department has arrested an alleged offender, and believes there is enough evidence to refer the youth for prosecution. SPD provides the case to the court where it is screened by the prosecutor's office to determine if there is sufficient information to proceed. While many of these cases will not be filed for prosecution for various reasons, these referrals are the result of actual arrests where the offenders and their ages are known and there is a reasonable belief that the crime committed was a violent or person offense. For these reasons, the City has proposed using referrals to juvenile court as a proxy measure for the number of violent offenses committed by youth. The specific offenses included for this outcome are listed in Exhibit A. The offenses are in three categories: 1) violent offenses, as defined by state law, 2) person offenses, which includes crimes not defined as violent in law, but result in some level of physical harm, and 3) weapon offenses not included in the previous categories..

One of the primary goals of the SYVPI is to reduce crimes committed by youth who live in the three network areas. Arrest reports can and will be used as a measure of overall criminal activity in the network areas, however, these reports include crimes committed by youth who do not reside in the network areas. In addition, the reports may not include arrests of youth who live in the network areas, but have committed and been arrested for a crime in another area. For these reasons, arrest data are not used as the measure for the outcomes of the SYVPI, but will be used to improve the City's understanding of the nature of criminal activity in the network areas.

Suspensions (both short and long term) and expulsions from the selected middle schools include disciplinary actions that are related to violence. The specific incidence types are also included in Exhibit A.

The baseline measure used for juvenile crimes is the 2007 calendar year, while the baseline for school suspensions or expulsions is the 2007-08 school year. These are the last years for which the City had complete data when planning the SYVPI. Data for court referrals has been provided by the King County Juvenile Court. Suspension and expulsion data is provided to the Office for Education (OFE) on a regular basis by the Seattle Public Schools.

Outcomes for the three networks will be calculated based on the number of referrals and suspensions during the period July 1, 2009 through June 30, 2010, the first full year of the SYVPI implementation.

The following is a summary of the baseline measures and intended outcomes:

LEG COUNCIL CLERK

Target Category	Baseline Measure	Target
A 50% reduction in court referrals for juvenile crimes against persons by youth residing in the network area.		
• Central Area	145 referrals	Fewer than 73 referrals
• Southeast Area	227 referrals	Fewer than 114 referrals
• Southwest Area	97 referrals	Fewer than 49 referrals
A 50% reduction in the number of suspensions/expulsions due to violence-related incidents at schools identified by the network.		
• Central Area (Madrona and Washington)	202 actions	Fewer than 101 actions
• Southeast Area (Aki Kurose and Mercer)	164 actions	Fewer than 82 actions
• Southwest Area (Denny and Madison)	249 actions	Fewer than 125 actions

The targets for reduction in juvenile referrals were established using data for youth who reside within the City of Seattle. However, during initial planning for the Southeast Area and Southwest Area networks, there was interest expressed in serving youth living outside the city limits. Many of these youth fall within the service area of community-based organizations in those neighborhoods, and may commit their offenses inside Seattle. During the Request for Investment (RFI) process for the Southeast Area and Southwest Area Networks, OFE will ask that respondents identify whether they intend to serve youth outside the city limits. If a larger area is proposed for these networks, targets will be adjusted upward to correspond with the expanded area. For example, including youth who live in the zip codes that overlap the city's southeast and southwest border would increase the number of court referrals by 166.

Primary Population Served by the **SYVPI** Investments:

The SYVPI is focused on youth who have exhibited risk factors related to violence.[1] The priority populations include the following:

1) **Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.**

   Many offenders released from the Juvenile Rehabilitation Administration (JRA) receive no more than six months of parole services. These services include family therapy, reintegration into school, or job placement. Because sex offenders are required to receive long-term supervision, other offenders are given fewer resources. While violent offenders committing robbery and assault make up 31.5% of JRA's residential population, they make up only 15.7% of the parole caseload.

   As a result of the priority given to sex offenders, released youth – disproportionately youth of color and youth committed for violent offenses – may not be given sufficient services to reintegrate into the community. Even the more intensive Functional Family Parole approach adopted by JRA provides services for just 6 months. Research has shown that juvenile offenders released from custody are at highest risk to re-offend for up to 18 months after release. These facts indicate a critical gap in services for these youth re-entering the community. Additionally, JRA data from 2006 shows that 60% of juveniles on parole need mental health services while 60% have chemical dependency needs.

   Similarly, there are youth released from King County detention who have received probation services, including participation in evidence-based therapeutic programs, who would benefit from additional support with reintegrating into the community. The SYVPI is not intended to remove the County's responsibility to serve these youth, but rather will provide additional community-based services.

   Finally, there are youth referred to the Court by the Seattle Police Department (SPD) for alleged violence who are initially screened out of detention or for whom evidence is insufficient to file charges. As a result they will not

[1] From: "CHILDHOOD RISK FACTORS FOR ADOLESCENT GANG MEMBERSHIP: RESULTS FROM THE SEATTLE SOCIAL DEVELOPMENT PROJECT" KARL G. HILL, JAMES C. HOWELL, J. DAVID HAWKINS, SARA R. BATTIN-PEARSON, JOURNAL OF RESEARCH IN CRIME AND DELINQUENCY, Vol. 36 No. 3, August 1999, 300-322, Sage Publications, Inc.

receive County services. Where there is ample evidence to believe these youth will engage in violence, they may be candidates for referral to the Networks.

The SYVPI provides an opportunity to fill this gap of services for this high-risk group. Services for this group will need to be intense and multi-faceted, depending on the needs of the individual youth.

2) Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.

Research shows that juveniles who have been in detention are more likely to be recommitted if they have additional contacts with law enforcement. Studies in Washington State indicate that being held in detention early in a juvenile's life is one of the greatest contributors to disproportionate minority confinement. Therefore, King County has adopted specific criteria for juveniles to be held in detention prior to sentencing. These include:

- Serious offenses
- Offenses involving firearms
- Age 16 or over and committing domestic violence
- Assault of a school staff, teacher or administrator
- Juveniles with active warrants
- Violations of conditions of release
- Juvenile arrested for a new offense with a pending offense
- Juveniles released from custody within 30 days prior to arrest
- Juveniles with a prior felony within the last three months

These criteria work to keep youth with minor offenses out of detention. They also result in a youth being detached from the justice system until the youth's scheduled court date, often months after the incident occurred. In the meantime, there are no direct intervening services for these youth.

The SYVPI provides an opportunity to intervene with these at-risk youth immediately after their release by police. Services will depend on two factors: 1) To whom and where they are released, and 2) An assessment of their needs. Currently, police attempt to release youth to a responsible adult such as parents, relative, or guardians. In their absence, youth may released on their own or taken to a shelter if they are deemed to be at risk. Without some follow-up, these youth and their families are without options for potentially necessary services.

3) Middle school youth at risk of multiple suspensions or chronic truancy.

Youth who have been suspended for reasons related to violence, such as assault, fighting, or bringing weapons to school, tend to be students in middle school. The five Seattle schools with the greatest number of suspensions for these actions in the 2006-07 school year were middle schools.

Students who miss more than 10% of school days are more likely to become court involved due to truancy petitions, and are more likely to drop out of school, both risk factors for predicting violence.

The SYVPI provides an opportunity to intervene with these at-risk youth prior to their involvement with the juvenile justice system and prior to their behavior escalating to serious offenses.

4) Youth and their associates who are victims of violence and may seek retaliation.

Violence is often a learned behavior. There is evidence that youth who observe frequent violence, or who operate in communities where violence is an accepted norm, are at higher risk to engage in violence themselves. Numerous communities have adopted strategies, such as violence interrupters, intended to show youth alternatives to using violence in their communities.

The SYVPI provides an opportunity to intervene with these youth in preventing retaliation.

LH COUNCIL CLERK

Population Estimates

The table below shows estimates of the number of youth in the three network areas who are offenders, have been suspended two or more times for violence-related actions, or have been chronically truant. These estimates may contain duplicates and some youth may fall into multiple categories.

Estimates of offenders are shown in three categories:

1. Those who have been referred to court for violence, person, or weapons offenses, and have had cases filed. While a number of these cases will be dismissed or dropped for various reasons, these are the youth most likely to be committed to detention or the JRA.
2. Youth with referrals for selected offenses where cases are not filed. These are youth who may be candidates for SYVPI services even though they did not meet detention screening or filing standards. Available information should be sufficient to indicate these youth are at risk of violence before they are referred to services such as case management.
3. Youth who were referred for lesser offenses involving property, drugs, or status offenses. These comprise the youth who are likely to be arrested and then released by SPD without being held in detention.

The offender estimates below are based on court referral data provided by King County Juvenile Court for the 2007 calendar year.

School estimates are provided for youth with two or more suspensions or expulsions due to violence-related behavior and for students who meet the state's criteria for a court filing for chronic truancy.

Once the SYVPI is underway, additional data from SPD, the Network coordinators, and especially the Outreach Workers, will provide a richer set of information about the nature, extent, location, and origins of violence in these three areas of Seattle.

	Central Area	Southeast Area	Southwest Area
Offender Estimates			
Number of youth with referrals for selected offenses which were subsequently filed	42	84	30
Number of youth with referrals for selected offenses which were not filed	31	61	40
Number of youth with referrals for offenses other than the selected ones	122	225	127
Total offenders	**195**	**370**	**197**
School Estimates			
Number of students grades 6 – 8 with 2 or more of selected disciplinary actions	47	35	56
Number of students grades 6 – 8 with 18 or more unexcused absences	263	324	395

Indicators That Will Show Progress Toward the **SYVPI** Targets:

Indicators are used as a means of monitoring progress toward intended outcomes. They should be observed routinely so that course corrections are possible if youth are not making progress toward reducing their likelihood of engaging in violence. Each investment area funded by the SYVPI includes indicators specific to that area. For example, based on best practices and research, we know that successful mentoring relationships are those where the mentor and mentee spend at least two hours per week together. Therefore, one of the indicators for mentoring will include time spent together each week.

At the network level, youth will be engaged in multiple activities. Indicators will, as a result, be less specific but will measure the youth's commitment to change, increasing commitment to engage in pro-social activities, prolonged engagement in network activities, and finally, a prolonged period of time without engaging in violence.

The following network indicators will be tracked as evidence of progress toward meeting the adopted outcomes:

- Total number of youth contacted who are SYVPI priority populations
- Number of Youth/Family completing intake and assessment (as evidenced by agreeing to and signing off on participation in recommended services for youth/family)
- Number of youth/families engaging in services recommended in intake and assessment within two weeks of signing off
- Number of youth still engaged in network recommended services at three months
- Number of youth achieving goals established in plan at three months
- Number of youth still engaged in network recommended services at six months
- Number of youth achieving goals established in plan at six months
- Number of youth engaged in recommended services for six months without restrictions or sanctions related to violent behavior
- Number of youth engaged in increased number of recommended services at one year
- Number of youth achieving goals established in plan at one year
- Number of youth engaged in recommended services for one year without restrictions or sanctions related to violent behavior

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **SYVPI**

- **Networks drive outcomes**: The Neighborhood Networks are the linchpin of the Initiative. They will be responsible for achieving the Initiative's two overarching outcomes, and will help hold Service Providers accountable for indicators that directly relate to those outcomes.
- **Shared data:** The City, the Networks and the Service Providers will work together to collect and share data at both the individual youth and aggregate level for management and evaluation purposes. Critical data elements have already been identified and an RFP is being developed for a data system.
- **Course corrections:** The City, the Networks, and the Service Providers will use data throughout the year to determine the effectiveness of each investment area based on indicators, and make course corrections when necessary. Indicators must show that youth are taking concrete steps to change behavior and are committing to reduced violence.
- **Investment areas serve networks:** Service providers for each individual investment area will be available to serve youth in each of the Neighborhood Networks.
- **Networks leverage community resources:** In addition to the investment areas funded by the Initiative, the Neighborhood Networks will leverage other resources in their community to meet the needs of priority youth. Part of the Network coordinator's role is to build community partnerships and to engage community members in the SYVPI so additional resources are made available to youth and their families.

Management and Phase-in of Programs, and Methodology for Selecting Providers for **SYVPI**

- **Management:** The SYVPI will be managed by the Initiative Director, who will be located in the Office for Education.
- **Performance based:** All of the areas of investment in the SYVPI will be performance based. Networks and programs must demonstrate progress on indicators in order to receive the full allocation of their funding. The Initiative Director will be responsible for overseeing this performance-based system.
- **Supported by data:** Data will be collected and analyzed at the individual youth, Investment Area, and Network level, in order to measure the Initiative's effectiveness. The City will receive data on a regular basis, in order to measure progress and determine effectiveness of the Initiative as a whole.
- **Centralized funding:** For 2010, all funding for the Initiative, except for SPD, will be centralized in the Office for Education. Due to budget actions that have already been taken for the 2009 budget, this year will be considered a transition year and is not entirely centralized.

LH COUNCIL CLERK

- **System of MOAs with City departments:** In both 2009 and 2010, the Office for Education will negotiate MOAs with other City departments to provide spending plans and define performance requirements.
- **Contracts for services:** Service providers for the case management, anger management, youth employment, pre-apprenticeships, recreation, Neighborhood Matching Fund, and mentoring investments will be selected through a Request for Investment (RFI) process. HSD, DON, Parks, OED, and OFE will manage these contracts for the Initiative.

Ways in Which **SYVPI** is Different From Previous Strategies and Why it is Likely to Yield Results:

- **Community and youth driven:** In order to be effective, the Initiative must be rooted in the communities served. The Neighborhood Network structure, along with extensive neighborhood planning meetings that involve youth and their families, provides a better understanding of the extent and nature of youth violence, strengthening the strategies that are implemented.
- **Collaborative:** Youth services are often fragmented and incongruous. Youth served by the Initiative will benefit from a collaborative implementation plan that requires the adults working with youth to regularly communicate and share information. This collaboration reduces the chances that a youth will fall through the cracks in the system and ensures that a youth receives support from multiple adults that are part of a local Neighborhood Network.
- **Integrates law enforcement with the broader community:** SPD is playing a key role in the SYVPI in a way that strengthens the relationship among law enforcement, school, community service providers, and youth. Officers will play a role in reducing violence in schools, and will work closely with the Outreach Workers to engage youth in pro-social activities and to respond to critical incidents.
- **Outcome focused:** Simply tracking how much money is spent and how many youth receive services is not a meaningful measure of success. SYVPI will include strict measures of accountability at two levels – whether neighborhoods and schools are safer, and whether individual lives are transformed as measured by indicators, such as school performance and recidivism. Regular collection and use of data will help Networks and Investment Areas remained focused on achieving these outcomes.
- **Leveraging of resources:** As mentioned above, the Initiative is built on a Neighborhood Network strategy, which encourages communities to leverage non-Initiative funds to reduce youth violence. In addition, the City is leveraging state, county and foundation resources to engage in a collaborative approach with regional partners to address cross-jurisdictional gang problems.
- **Driven by evidence-based strategies:** When possible, the strategies in the Initiative are based on evidence-based practices for reducing youth violence, including case management, anger management, employment, mentoring, and positive youth development activities. One investment area that is not directly linked to evidenced-based practice is the Neighborhood Matching Fund Youth Initiatives. This investment area will play a critical role in responding to the needs of the priority youth and their communities, and creates a system of attraction for bringing disengaged youth into the Network. No one strategy is the key to eliminating youth violence. The NMF Youth Initiatives provides an opportunity to innovate and incubate new strategies. The Initiative's data collection and outcomes based strategy will provide an opportunity to evaluate these locally developed programs and measure their effectiveness in reducing youth violence.
- **Linked data system for three types of uses including direct case management, performance assessment and reporting on outcomes and evaluation:** Intake staff, case managers and service providers will have the capability to track use of services by youth and monitor changes in behavior. Certain levels of data will be shared so that staff involved with a youth will have better knowledge of the types of services used across systems and whether they are having the intended effect on the youth. Network coordinators, city staff and service providers will be able to aggregate data to see how well important milestones and indicators are being met. Course corrections for programs would be based on the results of this performance review. The data system will also support determining the extent to which outcomes have been met, and to evaluate the ways in which various components of the SYVPI contributed to outcomes. Changes in overall investment strategies will be based on this use of data.

- **Reporting:** There will be an annual report to the citizens and stakeholders showing the outcomes achieved by the SYVPI, highlighting individual program outcomes, suggesting course corrections and including next steps. The Initiative Director will report to the City Council on at least a quarterly basis.

Funding Assumptions for **SYVPI**

The City has developed a "Children's Budget" that shows how resources are used to benefit children and families in the city. In this way, policy makers can see how resources are distributed along a continuum providing prevention, early intervention, and treatment services. Over sixty-one million dollars are invested in programs that benefit children in the city. More than half of the funds, thirty-nine million dollars, are used for general prevention services available to all children.

Many children and their families benefit from these investments. Most children in the city lead safe, healthy, and enriching lives. By taking advantage of the resources available, they are able to learn and grow to give back to their community. At the same time, too many of the city's children are at risk of negative outcomes as they grow. They lack the protective factors that insulate them from the challenges that others can overcome.

Investing heavily in prevention programs has resulted in benefits to the city and its families. More significant costs are avoided by favoring prevention services. However, because of the unacceptably high rate of youth violence in the city, the SYVPI is intended to increase resources for early intervention and treatment services.

- **Overall spending by the City for services to children is as follows:**

Prevention Programs			
Year:	2008	2009	2010
Fund Source			
GF	18,915,567	20,394,440	20,985,939
FEL*	10,450,959	10,764,115	10,983,300
OTHER	9,245,288	7,509,529	7,013,181
Total	**38,611,814**	**38,668,085**	**38,982,419**

Treatment			
Year:	2008	2009	2010
Fund Source			
GF	3,236,319	2,207,398	2,253,663
FEL	846,049	0	0
OTHER	1,980,262	1,992,237	2,046,612
Total	**6,062,630**	**4,199,635**	**4,300,275**

Early Intervention			
Year:	2008	2009	2010
Fund Source			
GF	10,704,208	11,196,542	11,292,360
FEL	4,352,692	5,082,927	4,895,053
OTHER	2,455,038	2,095,517	2,252,319
Total	**17,511,938**	**18,374,986**	**18,439,732**

Totals by Fund Source			
Year:	2008	2009	2010
Fund Source			
GF	32,856,094	33,798,380	34,531,962
FEL	15,649,700	15,847,042	15,878,353
OTHER	13,680,588	11,597,283	11,312,112
Total	**62,186,382**	**61,242,706**	**61,722,426**

* Families and Education Levy

- **2009-2010 SYVPI Budget**

The Initiative's budget is $3,936,719 in 2009 and $4,044,293 in 2010, for a two-year total of $7,981,012. Of the total, $3,422,481 was base budget resources that are being focused on the Initiative's population.

In adopting the 2009 budget, Council appropriated resources for the Initiative in three different ways:

1. Eleven elements were appropriated in Finance General to the departments that will manage the programs. This was done in recognition of two factors: 1) money was needed beginning January 1 to reflect the urgency in getting the activity underway, e.g., the Office of Policy and Management's costs for the director, database and start-up; and 2) money that would remain in a department's budget, regardless of the outcome of the "go/no go" decision Council will make related to the Initiative, e.g., Neighborhood Matching Subfund projects, Human Services Department's anger management, youth employment and contract management, Office of Economic Development's pre-apprenticeships, and SPD's school emphasis officers and emphasis patrol overtime.

   Except for SPD, these departments will operate in 2009 with a Memorandum of Agreement (MOA) with OFE, which will detail how the money will be spent.

LH COUNCIL CLERK

2. Two elements (youth center coordinators and mentorship) were appropriated in Finance General. When money is reappropriated to the managing departments, these elements will also operate in Parks and HSD respectively with an MOA with OFE.

3. Five elements' appropriations were split between Finance General and the departments. This signified that some activities needed to begin in advance of the Executive submitting a plan for the Initiative and the Council acting to lift a proviso. When money is reappropriated to the managing departments, these elements will also operate with an MOA with OFE.

The legislation that will be transmitted to Council in March will lift a Council proviso and reappropriate money from Groups #2 and #3 above to the department managing the element or investment area. It will also cut two positions in HSD, in recognition that intake/screening — other than overall coordinating work to be done by an existing HSD position — will be provided by community-based organizations.

Because there has been a delay in starting up various elements of the Initiative, there will be 2009 expenditure savings that can be either redirected to underfunded elements, such as the Initiative database, or cut to either make up for the Initiative revenue shortfall explained below or re-balance the 2009 budget.

In the 2010 Proposed Budget, all elements other than SPD's will be appropriated to a new Budget Control Level in OFE. Similar to Families and Education Levy resources, departments will access and account for funds through MOAs with OFE.

The 2009 adopted budget assumed $250,000 in revenue from private giving. In addition, the 2010 endorsed budget assumes $750,000 in private money. While several meetings have been held and will continue to be held, no financial commitments have been made by outside sources. It is the City's hope that we will partner with foundations in support of the Initiative.

Foundations that have been specifically briefed/asked to support the initiative:

- Bill & Melinda Gates Foundation
- Seattle Foundation
- Medina Foundation
- United Way of King County
- Paul Allen Foundation
- Social Venture Partners
- Raikes Foundation
- Philanthropy NW

EXHIBIT A

PERSON OFFENSES	
ABUSE TEACHER	HARASS-TELEPHONE-DV-FELONY
ASSAULT - CUSTODIAL	HARASS-TELEPHONE-FELONY
ASSAULT 2 - ATT	HARASS-TELEPHONE-SM
ASSAULT 3	HARM POLICE DOG ATT
ASSAULT 3 - ATT	HIT & RUN (INJURY)
ASSAULT 3 - DV	INT. SCHOOL OFFICIAL
ASSAULT 3 - SM	INTIMIDATE WITNESS
ASSAULT 4	INTIMIDATING A STUDENT
ASSAULT 4 - ATT	MALICIOUS HARASS
ASSAULT 4 - DV	MENACING
ASSAULT 4 - SM	RECKLESS ENDANGER
ASAULT 4 – SM-DV	RECKLESS ENDANGER - DV
CYBERSTALKING-FELONY	RECKLESS ENDANGER 1
CYBERSTALKING-MISD	RENDER CRIM ASST 1
DISARMING LAW ENFORCEMENT	RENDER CRIM ASST 2
DOMESTIC VIOL - FELONY	RENDER CRIM ASST 3
DOMESTIC VIOL. CALL INTER	RIOT
DOMESTIC VIOL. CALL INTERFERENCE	ROBB 2 DV
FIGHTING	STALKING
HARASSMENT	TAMPERING W/EVIDENCE
HARASSMENT - DV	TAMPERING W/WITNESS
HARASSMENT - FELONY	UNLAWFUL IMPRISON
HARASSMENT-DV-FELONY	UNLAWFUL IMPRISON-SM
HARASS-TELEPHONE	VIO OF PROT ORDER
HARASS-TELEPHONE-ATT	VIOLATE ANTI-HARASS ORDER
HARASS-TELEPHONE-DV	VIOLATE PROT ORDER-FELONY
VIOLENT OFFENSES	
ARSON 1	KIDNAP 2
ARSON 1 - ATT	KIDNAP 2 - SM
ARSON 2	MANSLAUGHTER 1-RECKLESS
ARSON 2 - DV	MANSLAUGHTER 2-NEGLIGENT
ASSAULT 1	MURDER 1
ASSAULT 1 - ATT	MURDER 1 - ATT
ASSAULT 1 - DV	MURDER 2
ASSAULT 1 - FA	RAPE 1
ASSAULT 2	RAPE 1 - ATT
ASSAULT 2 - DV	RAPE 2
ASSAULT 2 - FA	RAPE 2 - ATT
ASSAULT 2 - SM	RAPE 2 - FA
BURGLARY 1	RAPE OF CHILD 1
BURGLARY 1 - ATT	RAPE OF CHILD 1 - DV
BURGLARY 1 - FA	RAPE OF CHILD 1-ATT
BURGLARY 1 - SM	RAPE OF CHILD 2
CHILD MOLEST 1	RAPE OF CHILD 2 (AFTER 7/

LH COUNCIL CLERK

CHILD MOLEST 1 - ATT	RAPE OF CHILD 2 (AFTER 7/98)
CHILD MOLEST 1 - DV - 7/97	RAPE OF CHILD 2-ATT
CHILD MOLEST 1- AFTER 7/9	ROBBERY 1
CHILD MOLEST 1-7/97	ROBBERY 1 - FA
CHILD MOLEST 1-ATT 7/97	ROBBERY 1 - ATT
CONSPIRACY-A FELONY	ROBBERY 1 - ATT - FA
DRIVE BY SHOOTING	ROBBERY 2
EXPLOSIVE DEV-POSS	ROBBERY 2 - ATT
EXPLOSIVE UNLAWFUL POSS - ATT	ROBBERY 2 - FA
EXTORTION 1	VEHICULAR ASSAULT
KIDNAP 1	VEHICULAR HOMICIDE
KIDNAP 1 - ATT	
WEAPON OFFENSES	
BOMB THREATS	VUFA 1-FIREARM-PRIOR
BOMB THREATS-ATTEMPT	VUFA 2 - ATT .
EXPLOSIVE-ENDANGER PROP	VUFA 2-FIREARM
EXPLOSIVE-UNLAWFUL POSS	WEAPON - POSS - D+
FIREARM - POSSESS	WEAPON AT SCHOOL
FIREARM-POSS STOLEN	WEAPON OFFENSE - D
FIREARM-POSS-ATT	WEAPON OFFENSE - E
FIREARM-THEFT	WEAPON-DISPLAY
INCENDIARY DEV-POSS	WEAPON-DISPLAY-DV
VUFA 1- ATT	WEAPON-SMC/D

DISCIPLINE REASON
Arranging Fights
Arson
Assault
Bullying, Intimidation, and Harassment
Dangerous Weapons
Fighting
Firearm
Gang/Hate Group Activity
Robbery
Threats of Violence
Verbal Assault

Seattle Youth Violence Prevention Initiative
Neighborhood Networks Investment Summary

What Will the Neighborhood Networks Investment Buy?

The investment will pay for coordination of youth violence prevention activities in three geographic networks—Southeast Network, Southwest Network, and the Central Area Network of Seattle. Each of the three networks will have a Network Coordinator contracting with and reporting to the City of Seattle's SYVPI Director. In addition, the three networks will manage intake and referral functions.

Primary Population Served by the Neighborhood Networks Investments:

The Neighborhood Networks component will serve all SYVPI priority youth. The priority populations include:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the Neighborhood Networks Investments:

Investments in **Neighborhood Networks** will contribute toward the Network targets of a 50% reduction in juvenile violent crime referrals in Network neighborhoods and a 50% reduction in suspensions and expulsions due to violent incidents in Network middle schools. The following **Indicators** will be tracked as evidence of the **Neighborhood Networks** contribution toward meeting these targets.

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
• Total number of youth referred who are SYVPI priority populations	530		1060	
• Number of Youth/Family completing intake screening (as evidenced by agreeing to and signing off on participation in recommended services for youth/family) (80%)	424		848	
• Number of youth/families engaging in services recommended in intake screening within two weeks of signing off (75%)	398		795	
• Number of youth still engaged in network recommended services at three months	TBD		TBD	
• Number of youth achieving goals established in plan at three months (70%)	371		742	
• Number of youth still engaged in network recommended services at six months	TBD		TBD	
• Number of youth achieving goals established in plan at six months (60%)	318		636	
• Number of youth engaged in recommended services for six months without restrictions or sanctions related to violent behavior	TBD		TBD	
• Number of youth engaged in increased number of recommended services at one year	TBD		TBD	
• Number of youth achieving goals established in plan at one year	TBD		TBD	
• Number of youth engaged in recommended services for one year without restrictions or sanctions related to violent behavior	TBD		TBD	

LH COUNCIL CLERK

Elements Critical to the Partnership among the City, the Networks, and the Service Providers

- **Effective communication among Network leadership, the City, outreach workers, network intake specialists, case managers, and service providers.** There will be regular meetings of key Network staff and providers, ensuring all partners are regularly informed of progress of network activities.
- **Strong community partnerships.** The Network Coordinators will reach out to youth and family serving agencies to engage them in the SYVPI. The Coordinators will create partnerships that will increase the availability of services to priority youth in the Network areas.
- **Engaging community members in the SYVPI effort.** The Network Coordinators will reach out to community members to inform them of the SYVPI, provide opportunities for them to engage with youth, and provide activities that will allow youth to show positive leadership in pro-social activities.
- **Active and engaged advisory boards.** The Networks will create advisory boards — including community stakeholders, community- and faith-based organizations, youth and families — that meet on a regular basis, providing direction for the Network activities.
- **Ongoing review of the effectiveness of network activities.** At a minimum, on a quarterly basis, the Network Coordinators will work with the City to assess the effectiveness of network activities in engaging youth, bringing together community services for youth in a timely way, and achieving indicators of success and results.
- **Assistance in the development of Requests for Investment (RFIs) for youth services.** The Network Coordinators will review RFIs for youth services funded through the SYVPI that will receive referrals from the Networks to ensure targets, indicators, and performance measures are aligned with those of the Networks.
- **Participation in City conducted performance reviews to support course corrections.** The Network Coordinators will work with the City to review the performance of individual service providers to ensure they are meeting the needs of youth referred through the networks.
- **Monitoring indicators associated with SYVPI programs.** The Network Coordinator will review indicators adopted for the overall Network activities and contracted programs on a routine basis.
- **Ensuring the Network database is maintained, data is entered on a timely basis and secured properly.** The Network Coordinators will have primary responsibility for ensuring data is entered so that other partners can review the progress of youth and that data is delivered to the city for monitoring of performance and to develop course corrections.

Management and Phase-in of Programs, and Methodology for Selecting Providers for Neighborhood Networks

- Neighborhood Network investments will be managed by the Office for Education.
- A contract was signed with the Urban League to begin in January to provide network coordination services in the Central Area.
- An RFI will be released in April to select agencies to provide network coordination services in Southeast and Southwest Seattle.
- Lead agencies for the Networks must be selected prior to implementation of additional youth services in the network areas.

Ways in Which Neighborhood Networks are Different From Previous Strategies and Why They are Likely to Yield Results:

The Neighborhood Networks are a key element of the SYVPI. Instead of managing services centrally through city departments, networks will ensure services and community resources are used more effectively to meet the unique needs of the SYVPI priority populations. The Network strategy is based on the following premises:

- Go to where the youth are; seek them out and engage them.
- Offer services that meet the youth's specific needs quickly, and in their communities.
- Ensure efforts across agencies, volunteers, schools and providers are coordinated and focused on success of the youth.
- Work to engage multiple partners in this effort.
- Connect more closely with local resources including schools and teen centers.

Through a combination of service providers, contractors and trained volunteers, the networks will be expected to deliver results in all investment areas, requiring skilled communication and coordination among all parties. Contracts for services will be designed to focus on clear accountability for each outside service provider, with frequent evaluations of performance of the agencies and their individual members based on feedback from the priority youth and progress against specific objectives. The structure is a hub approach with the networks in the center supported by a combination of staff, community partners and contracted service providers who have proven or promising best practices experience in specific investment areas.

Funding Assumptions for Neighborhood Networks

For 2009, $110,000 is allocated for Network Coordination Activities in the HSD budget with an additional $146,667 placed in Finance General. The Referral, Intake, and Screening Investment Summary identifies the funding available for these functions to the extent they are provided by the Neighborhood Networks.

LH COUNCIL CLERK

Seattle Youth Violence Prevention Initiative
Street Outreach Investment Summary

What Will the Street Outreach Investment Buy?

The investment will pay for three full-time and three part-time street outreach workers to introduce and engage youth into the SYVPI and to provide an opportunity to build a relationship with a positive role model. Outreach workers will provide a point of contact to those affected by violence. They will go to where the youth are and provide a bridge, connecting youth and families with services and support. The investment will allow the Urban League to dedicate at least ½ of an outreach position to be the liaison and primary point of contact between the Seattle Police Department (SPD) and outreach workers. The liaison will ensure all outreach workers have received background checks and have received training in protocols for working with youth, SPD, and the broader community.

Primary Population Served by the Street Outreach Investments:

Street outreach workers will engage a large number of youth throughout Seattle who may or may not meet the SYVPI eligibility criteria and direct them to appropriate program services. The primary population outreach workers will focus on recruiting into the Initiative include:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the Street Outreach Investments:

Investments in Street Outreach will contribute toward contacting, recruiting and serving a large number of youth that will help neighborhood network reach proposed targets for reductions in juvenile violent crime referrals in and reduction in suspensions and expulsions due to violent incidents in select middle schools.

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Total number of youth contacted who are SYVPI priority populations	225		450	
Number of youth/families, referred by the outreach workers.	113		225	

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for Street Outreach

The key partnerships developed for recruitment and engagement of youth must be established among street outreach workers and the following agencies: Seattle Public Schools (teachers, counselors, administrators, bilingual staff, school security, teen health centers); King County Superior Court (probation officers and other court-based advocates); Seattle Police Department, Parks and Recreation, SYVPI Network Intake and Referral Specialist, Case Managers, and other community–based organizations affiliated with the networks.

Street outreach workers will collaborate with all partners to identify youth who may be eligible to participate in the SYVPI. The outreach worker will then attempt to recruit the youth into using the Initiative's services. Because outreach workers will be one of several referral source key referral source and the more visible and recognizable faces of the Initiative in the community, they must be closely linked to the Initiative intake, screening and enrollment process. They

need to be able to tell youth, parents, teachers, service providers, and others the focus of the Initiative and how youth can access services.

Management and Phase-in of Programs, and Methodology for Selecting Providers for Street Outreach

Street Outreach Investments will be managed by the Urban League of Metropolitan Seattle through a contract with the Office for Education. This was a decision made by the three community agencies that designed the network services. The Urban League will be responsible for routine training, supervision, support and evaluation of outreach workers who have been hired after successfully completing a criminal background check. The Urban League will connect outreach workers with community agencies to facilitate their access to youth and knowledge of programs.

Outreach staff was hired in March of this year and will begin outreach in all three SYVPI network areas in two phases. Phase 1 includes initial hiring and training. It also includes crisis intervention and community partnership development in all three networks. Youth engagement in SYVPI will take place in the Central Area Network. Phase 2 will include full deployment of street outreach workers in all three network areas. Full deployment is expected to begin when all three networks are fully operational in summer 2009.

Outreach workers were hired based on their personal experiences and a background that relates to youth. The outreach staff is required to have the following skills:

- Knowledge of street and gang culture
- Experience conducting street level community outreach, particularly with SYVPI focus population
- Experience delivering youth development programs
- Experience in conflict resolution
- Ability to be on call and to work late evenings and weekends
- Ability to adapt to change
- Ability to maintain boundaries
- Ability to communicate in writing and verbally

All outreach workers will be required to complete a specific set of training classes prior to being deployed in April, as well as additional training requirements within one year of beginning employment:

Ways in Which Street Outreach is Different From Previous Strategies and Why it is Likely to Yield Results:

Several major differences stand out in the proposed street outreach model. They are based on best practices and feedback from outreach workers from other service provider systems working across the country and throughout Seattle-King County.

- **Mobility and non-traditional outreach model** – Outreach workers will be available at all times of day and week and engage and recruit youth at various locations: neighborhood hot spots, home, recreation centers, schools, multiple agency sites, and within non-traditional settings. They will also include families in outreach activities when appropriate.
- **Intentional engagement of hard to serve youth -** Outreach workers will work on getting buy-in from youth on building relationships with themselves and other caring adults.
- **Readily available services for youth** - Outreach workers will connect youth with safe havens and resources when they decide to commit to change.
- **Establishing relationships with service providers** – Outreach workers will need to develop trust with various types of referral sources: police officers, probation officers, community-based organizations, JRA, Courts, school staff and others.
- **Critical incident response strategy** – Street Outreach workers have a key role to play in defusing and responding to critical incidents. Working with community partners, including the Seattle Police Department, outreach workers will respond to critical incidents such as homicides and violent assaults among youth and gang members immediately after they occur. The partnership will provide SYVPI the opportunity to "talk down" potential conflict or to intervene before potentially lethal retaliation occurs. Outreach workers and the outreach liaison, in coordination with Seattle Police Department, will develop a system to track and monitor such

LH COUNCIL

incidents to ensure that any remaining tensions do not erupt at a later time. A protocol for the critical incident response strategy will be completed once the outreach team is trained and operating at full capacity.

Funding Assumptions for Street Outreach

Phase 1 of the street outreach investment has $77,610 adopted in the City's 2009 budget and included in the Urban League's contract with the City of Seattle. Outreach activities in Phase 2 have been budgeted at $155,219 in Finance General. These funds are expected to be released following City Council review of the SYVPI program legislation in April 2009. Until the City Council approves additional funding, the Urban League may bill for Phase 1 Outreach Activities only.

In addition to direct and indirect cost for outreach workers, funding is set aside for training to focus on skills and knowledge needed to respond professionally and effectively to the diversity of intense situations they will face on the job. Training will include, but is not limited to, conflict resolution and mediation, crisis intervention and response, substance abuse awareness, domestic violence, motivational interviewing, and cultural competency. The initial street outreach training is budgeted at $5,000 for the contract period of March-December. Additional funds are being sought to provide training without reducing resources available for direct outreach activities.

Seattle Youth Violence Prevention Initiative
Referral, Intake & Screening Investment Summary

What Will the **Referral, Intake & Screening** Investment Buy?

The **Referral, Intake & Screening** Investment will buy the development and implementation of a referral, intake, and screening process for all three neighborhood Networks.

- The Human Services Department will be responsible for the following:
  - Developing and ensuring a systematized filter for eligibility, including Network affiliation
  - Ongoing training and quality control for the Networks with regards to referral, intake and screening procedures
  - Entering and maintaining youth information received from the Networks in a central database
- Each Network will be responsible for the following:
  - Assist in the development of intake and screening protocols. The Intake Specialist will work with the HSD Referral Coordinator and the SYVPI Director to develop intake and screening protocols, procedures, and screening tools.
  - Receive and process referrals. The Intake Specialist will receive referrals and referral forms from various sources. Central Area, Southeast, and Southwest Network Intake Specialists will work closely with each other and HSD Referral Coordinator to ensure there is no duplication in referrals.
  - Enter data in the agreed format. The Intake Specialist will enter data in the format developed with the City and transmit all appropriate data to the Referral Coordinator in a timely way.
  - Conduct an Intake Screen. The Intake Specialist completes the common Intake Screen and may work with other relevant adults in the youth's life, including family, teachers, probation officers, outreach workers, and SPD community police officers, to gather information necessary to complete the Intake Screen.
  - Refer youth to appropriate level of network services. After conducting the Intake Screen, the Intake Specialist, in consultation with other relevant adults, will decide whether the youth is in need of case management and will refer the youth to the appropriate provider. If the youth is determined to not need case management, the Intake Specialist will refer the youth to mentoring, employment services, mental health counseling, anger management, or some combination of the above as needed. The Intake Specialist would share any prior assessment information with service providers, to eliminate the need for duplicate assessments at the service level.
  - Collaborate with community members. The Intake Specialist will assist the Network Coordinator to educate referral sources on the SYVPI and build collaborative relationships with referral sources and service providers.

Primary Population Served by the **Referral, Intake & Screening** Investments:

The **Referral, Intake & Screening** Investment will serve all priority youth populations in the Initiative:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the **Referral, Intake & Screening** Investments:

Investments in **Referral, Intake & Screening** will contribute toward the Network targets of a 50% reduction in juvenile violent crime referrals in Network neighborhoods and a 50% reduction in suspensions and expulsions due to violent incidents in Network middle schools. The following **Indicators** will be tracked as evidence of Referral, Intake and Screening's contribution toward meeting these targets.

LH COUNCIL CLERK

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Total number of youth referred who are SYVPI priority populations	530		1060	
90% of referrals are answered within 48 hours.	477		954	
80% of eligible youth complete the Intake and Screening process (as evidenced by agreeing to and signing off on the goals established for youth/family)	424		848	
75% of youth and families engage in services identified in Intake & Screening within two weeks	398		795	

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **Referral, Intake & Screening**:

- The City, the Networks and the Service Providers will work together to collect and share data at both the individual youth and aggregate level.
- The City will work with the Networks to ensure a systematic filter for eligibility and common screenings for determining service needs.
- The Networks will work with referral sources to ensure the right youth are being referred for the Initiative.
- The Networks will work with each other to avoid duplication and to make sure youth are assigned to the most appropriate Network.
- The Networks will work with service providers to ensure youth are receiving services.

Management and Phase-in of Programs, and Methodology for Selecting Providers for **Referral, Intake & Screening:**

- All **Referral, Intake & Screening** investments will be managed by the City of Seattle (OFE) through contracts with the Networks.
- Planning for the Referral, Intake & Screening process will begin in HSD in March
- Referral, Intake & Screening will begin in the Central Network in late March
- Referral, Intake & Screening will begin in the Southeast and Southwest Networks in May

Ways in Which **Referral, Intake & Screening** is Different From Previous Strategies and Why it is Likely to Yield Results:

Previous strategies for the Referral and Intake process have been centralized through the Human Services Department. This new strategy allows referral sources to connect directly with the Networks when referring youth, enhancing the opportunity for Networks to build critical relationships with referral sources and service providers.

Funding Assumptions for **Referral, Intake & Screening**

- The SYVPI budget allocates $173,333 for Referral, Intake & Screening. These funds will be distributed in two ways:
  - To HSD, to provide training, data management, and administrative support to the three Networks.
  - Through the contracts with the Neighborhood Networks.

Seattle Youth Violence Prevention Initiative
Case Management Investment Summary

What Will the **Case Management** Investment Buy?

The investment will pay for 11 community-based case managers providing services to approximately 385 youth. It is anticipated that caseloads will be 25 youth on average and that during the course of a year each case manager will be able to provide services to 35 youth. These caseloads may vary depending on the intensity of needs of the youth.

Primary Population Served by the **Case Management** Investments:

The Case Management component will place an emphasis on serving youth with multiple issues who are not receiving case management services from other sources. The priority populations include:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the **Case Management** Investments:

Investments in **Case Management** will contribute toward the Network targets of a 50% reduction in juvenile violent crime referrals in Network neighborhoods and a 50% reduction in suspensions and expulsions due to violence related incidents in Network middle schools. The following **Indicators** will be tracked as evidence of Case Management's contribution toward meeting these targets.

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of youth served in the Network Neighborhoods	**200**		**385**	
• Fulfillment of probation or community services requirements • Reduction of discipline referrals, suspensions and/or expulsions • Reduction of criminal referrals, admissions, detention days • Reduction in gang-related behavior or exit from gang	**110**		**212**	
• Complete GED/Graduate • Progress to the next grade level, or graduate from high school • Increase quarterly school attendance	**120**		**231**	
• Successful completion in a treatment program such as substance abuse, mental health, family counseling, etc. • Enrollment and participation in a community service program in the areas of recreation, music, arts, dance, sports, etc. • Number of youth engaged in service for six months/one year without restrictions or sanctions related to violent behavior	**120**		**231**	

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **Case Management**

- Key partners are needed in two areas – 1) organizations and individuals who can identify youth appropriate for the Initiative, and 2) organizations that can provide services to youth and their families to meet their individual needs as identified by case managers.
- Key partners in the recruitment and engagement of youth include Seattle Public Schools personnel (teachers, counselors, administrators, bilingual staff, school security, teen health centers); King County Superior Court

LH COUNCIL CLERK

personnel (probation officers and other court-based advocates); Seattle Police Department; families; Parks Dept. staff; outreach workers, and other organizations affiliated with the Networks.

- Because the needs of youth will require both services paid for as part of the Initiative, and other existing community-based services, social service and faith-based organizations will not only provide the direct services, but will also take active roles in building the Network strategy.
- Case managers, along with outreach workers and Network staff will be some of the more visible and recognizable faces of the Initiative in the community. Because of this, the case management team must be closely linked to the Initiative referral, screening and intake process. They need to be able to tell youth, parents, teachers, service providers, and others the focus of the Initiative and how youth can access services.
- Case managers will need to work closely with the school district's Office of Support, Prevention and Intervention. This department works to reduce truancy, criminal activity and gang-involvement throughout the District, and has "case managers" assigned to students most at risk.
- The City, the Networks and the Case Managers will work together to collect and share data at both the individual youth and aggregate level.

Management and Phase-in of Programs, and Methodology for Selecting Providers for **Case Management**

- Case Management investments will be managed by the Human Services Department with agencies selected through a competitive Request for Investment (RFI) process.
- An RFI will be released in March in order to ensure that agencies can be selected and staff hired and trained prior to the summer.
- Early start up of the Central Area Network may require case management services prior to the completion of the RFI process. Capacity exists within the Seattle Team For Youth consortium to provide services to youth identified by the Central Network prior to the selection of "new" case management agencies.
- Case management services will be available in all three network areas with the allocation of case managers reflecting the number of youth in the target populations residing within the Network boundaries.

Ways in Which **Case Management** is Different From Previous Strategies and Why it is Likely to Yield Results:

Several major differences stand out in the proposed case management model. They are based on best-practices and the design of the Networks.

- Mobility and co-location -- Case managers will engage and serve youth at various locations: home, recreation centers, schools, and multiple agency sites.
- Coordinated case management network - The case management component is part of the larger Network strategy, allowing case managers to work collectively to track, monitor and refer youth to services such as employment, anger management and mentoring.
- Establishing relationships – Developing trust with all referral sources including outreach workers, police officers, probation officers and middle school counselors will be critical.
- Structured programming – Youth will be provided an assortment of highly structured programming activities, including education and/or hands-on vocational training and skill development. The target population will be best served by participating in well designed and implemented programs.
- Identifying pro-social support - Case managers will be trained to promote healthy bonds with, and respect for, pro-social members within the juvenile's family, peer group, school, and community network.
- Succession plans – Youth will be provided with a comprehensible and predictable path for progression and movement that will help them change the behaviors. Each program level will be directed toward and directly related to the next step.

Funding Assumptions for **Case Management**

- For 2009, $483,358 is allocated for case management services in the HSD budget with the same amount placed in Finance General. This amount includes an increase in the final budget adopted by the Council over the Mayor's proposed budget of $700,000 annually for case management to address transition issues for youth engaged in Seattle Team For Youth.

LH COUNCIL CLERK

Seattle Youth Violence Prevention Initiative
Anger Management Investment Summary

What Will the **Anger Management** Investment Buy?

The Anger Management program consists of Anger Replacement Threapy (ART) which is typically a 10-week, 30-hour intervention administered to groups of 8 to 12 juveniles. During this time, youth attend three one-hour sessions per week, one session each of skill-streaming, anger-control training, and training in moral reasoning. The program relies on repetitive learning techniques to teach participants to control impulsiveness and anger and use more appropriate behaviors. In addition, guided group discussion is used to correct antisocial thinking. The ART training manual presents program procedures and the curriculum in detail and is available in both English and Spanish editions. ART has been implemented in school, delinquency, and mental health settings.

Primary Population Served by the **Anger Management** Investment:

The majority of the priority youth in the Initiative have anger management, anti-social and violent behavior characteristics. The youth are between the ages of 13 and 17 and are primarily youth of color who are either at risk of dropping out of school or involved in the juvenile justice system. Referral of youth into ART will be based on a youth's anti-social behavior, lack of moral reasoning or violent behavior.

The priority populations include:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the **Anger Management** Investment:

Investments in **Anger Management** will contribute toward the Network targets of a 50% reduction in juvenile violent crime referrals in Network neighborhoods and a 50% reduction in suspensions and expulsions due to violent incidents in Network middle schools. The following **Indicators** will be tracked as evidence of Anger Management's contribution toward meeting these targets.

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of youth served in the Network Neighborhoods	48		120	
Total number of youth referred	75		190	
75% of youth who are referred to ART enroll	56		142	
85% of enrolled participants attended 70% of ART training	48		120	
70% of participants increase in Pro-Social Skills	31		84	
60% of participants increase attendance in school	28		72	
70% of participants reduce violent behavior in schools	31		84	
70% of participants increase positive behaviors and moral reasoning	31		84	
70% of participants increase self efficacy	31		84	
90% of participants learn alternatives to aggression	43		108	

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **Anger Management:**

- The City, the Networks, the ART trainers and the ART quality assurance consultant will need to establish an effective referral, assessment and outcome tracking system. Each youth referred to and engaged in ART must be tracked in a very systematic way to record performance outcomes and positive behavioral changes.
- The City, the Networks and the ART trainers will work together to collect and share data at both the individual youth and aggregate level.
- Seattle Public Schools, King County Juvenile Court, Seattle Police Department and Washington State Juvenile Rehabilitation Administration will play major roles in identifying, screening and referring youth that fall within the target population. It is anticipated that case managers will be a primary source of referrals.
- Every level of the partnership will need to recognize and support the high level of quality assurance and fidelity that must be maintained to achieve the performance outcomes proposed.

Management and Phase-in of Programs, and Methodology for Selecting Providers for **Anger Management:**

- Anger Management investments will be managed by the City of Seattle, Human Services Department through contracts with independent ART training consultants or community-based providers that have been trained and certified to conduct ART training.
- HSD will open a Request for Investment (RFI) process to select the ART trainers.
- A sole source contract will be created between HSD and ART Quality Assurance Consultants because of the limited number of independent consultants available.
- ART trainings will begin no later than June of this year when the community networks are in full operation and coordinating referrals to ART with outreach workers, schools, juvenile court, and other community partners.

Ways in Which **Anger Management** is Different From Previous Strategies and Why it is Likely to Yield Results:

In order to accomplish the goal of reducing the rate of suspensions and expulsions due to violent incidents in the initiative's schools by 50% it is imperative that youth have an opportunity to learn anger management and pro-social skills. Research has found that anger issues are a strong predicator for many of the violent behaviors youth exhibit.

ART has been evaluated in numerous comprehensive studies, using solid evaluation designs, psychometrics, and data analysis techniques. Based on the rigor of evaluation, ART has been categorized as an evidence-based intervention and has been replicated in multiple settings and with multiple populations across the world. The strict commitment to quality assurance and fidelity to the model provides those who administer the training with a common strategy that can be measured with the same universal outcomes. Other interventions have many variations and, at best, provide anecdotal data to demonstrate outcomes. In Washington, ART was added as one of the four different evidence-based programs implemented due to the 1997 Community Justice Accountability Act.

Funding Assumptions for **Anger Management**:

- The SYVPI budget allocates $190,000 annually to conduct ART training, provide the curriculum materials, maintain quality assurance certification from the State of Washington, and provide technical assistance for training coordinators. For 2009, $95,000 will be allocated for providing ART for six months of classes, material and various administrative expenses. The remainder of the funding is being used for transitioning current clients in the mental health program.

Seattle Youth Violence Prevention Initiative
Employment and Training Investment Summary

What Will the **Employment** Investment Buy?

The Employment Investment will provide job training for approximately 175 youth. Youth will develop work readiness skills and/or job training skills that enable them to develop positive career goals and pathways. In addition, job training and placement services for out-of-school youth include helping youth reenroll in school or placing them in a GED program so they are eligible for apprenticeships or financial aid for college or postsecondary vocational education.

Primary Population Served by the **Employment** Investment:

The Employment Investment will primarily serve the following populations:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the **Employment** Investment:

Investments in Employment will contribute toward the Network targets of a 50% reduction in juvenile violent crime referrals in Network neighborhoods and a 50% reduction in suspensions and expulsions due to violent incidents in Network middle schools. The following indicators will be tracked as evidence of Youth Employment's contribution toward meeting these targets.

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of youth served in the Network Neighborhoods	175		175	
Number/percentage of youth completing the program (internship, community project, etc.)				
Number/percentage of "job-ready" youth who secure and maintain employment for three months				
Number/percentage of youth who attain goals established by an Individual Service Plan				
Number/percentage of youth who attend and are punctual at job training placement				
Number/percentage of youth who demonstrate positive interpersonal behaviors at job training placement				
Number/percentage of youth who demonstrate job skill level at end of job training				

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **Employment**:

- The City, the Networks and the Employment Training Providers will work together to collect and share data at both the individual youth and aggregate level
- The Networks and King County Superior Court will work with Employment Training providers to recruit appropriate youth within their area and share information that will assist in developing appropriate service strategies.

- The Networks will collaborate with Employment Training agencies to provide case management services to youth to help youth overcome employment barriers by accessing support services such as ART, mental health counseling, and/or academic support services and maintaining use of these services.

Management and Phase-in of Programs, and Methodology for Selecting Providers for **Employment:**

All Employment investments for will be managed by HSD and OED and include contracted services with community-based agencies and services through the Seattle Youth Employment Program. These providers have been identified based on their past experience and effectiveness in providing culturally-appropriate employment services to the target population. Providers include:

- King County Superior Court's Minority Business and Youth Alliance
- Metrocenter YMCA
- Center for Career Alternatives
- Seattle Jobs Initiative
- Powerful Voices
- Southwest Youth and Family Services
- Seattle Public Schools' C-West pre-apprenticeship program

Employment training services can start in summer 2009 if providers receive referrals of target youth by the end of April with some potential for referrals as late as May 2009. Providers need two months to screen youth to identify barriers to employment, resolve any barriers to hiring youth with a criminal history, adapt their employment training group project to the specific skills and needs of the youth they will serve, and place youth in an appropriate individual work site.

Ways in Which **Employment** is Different From Previous Strategies and Why it is Likely to Yield Results:

This strategy focuses specifically on employment training for youth who are the most difficult to serve, including those with criminal histories and out-of-school youth. This strategy is likely to yield results since the employment trainings will provide a continuum of employment training specifically tailored to this population. Youth on probation with low employability will be served by year-round services through King County Superior Court's Minority Business and Youth Alliance project. Out-of-school youth with low employability will be served by Metrocenter or Center for Career Alternatives' job training for out-of-school youth. Youth with medium employability skills can receive summer internships in individual work sites or in year-round job training through group training. Youth with high employability may be placed in the Seattle Public Schools' pre-apprenticeship training program to learn carpentry, plumbing, and electrical skills under the supervision of journey-level mentors.

Best practices research indicates that employment and training in combination with other services and community mobilization is effective in reducing involvement in criminal activity and gangs. Summer-only experiences will be integrated with Network services to ensure that youth continue to gain the skills and experience to progress to more advanced training and job opportunities. For youth receiving year-round services through this strategy, employment will be supplemented with other support such as case management, academic assistance, work-readiness training, field trips and basic skills workshops.

Funding Assumptions for **Employment**

The 2009 SYVPI budget allocates $402,000 of redirected funds from HSD and $150,000 from OED for employment and training services. Additional funding will be leveraged through partners in the initiative.

Based on best practice research, youth who are more difficult to serve must receive a financial incentive, either stipend or wages, for participating in job training activities. Consequently, cost per participant ranges from $2,550 for summer internships to $5,215 for year-round job training. Stipends or wages represent a significant portion of these costs. Wages for summer internships make up 82% of the $2,550 cost per participant. For year-round job training, stipends/wages represent a smaller portion (44% of $5,215) as the outlay for case management, academic support and other long-term, intensive services increases.

LH COUNCIL CLERK

Seattle Youth Violence Prevention Initiative
Mentoring Investment Summary

What Will the **Mentoring** Investment Buy?

The Mentoring Investment will buy approximately 100 mentoring slots.

- 35 slots of community-based mentoring (focused on repeat offenders)
- 65 slots of school-based mentoring (focused on middle school youth)

The number of slots is based on the ratio of youth in each focus population across the three Networks.

Primary Population Served by the **Mentoring** Investment:

The Mentoring Investment will primarily serve the following populations:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Middle school youth at risk of multiple suspensions or chronic truancy.

Results to be Achieved through the **Mentoring** Investment:

Investments in **Mentoring** will contribute toward the Network targets of a 50% reduction in juvenile violent crime referrals in Network neighborhoods and a 50% reduction in suspensions and expulsions due to violent incidents in Network middle schools. The following **Indicators** will be tracked as evidence of the mentoring program's contribution toward meeting these targets.

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of youth participating in mentoring	100			
75% of middle school youth increase monthly school attendance	TBD[2]			
75% of middle school youth decrease monthly disciplinary actions	TBD[3]			
85% of matches spend 2 hours together per week	85			
75% of matches last 3 months	75			
50% of matches last 12 months	50			

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **Mentoring**:

- The City, the Networks and the Mentoring Service Providers will work together to collect and share data at both the individual youth and aggregate level
- The Networks will work with Mentoring Service providers to recruit mentors within their area.
- The Networks will work with Mentoring Service providers to identify and/or plan activities for matches to participate in (community celebrations, community service projects, etc.)
- The Networks will work with the Neighborhood Matching Fund to develop projects that enhance mentoring relationships and opportunities.

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[2] Will be based on the number of middle school youth who participate in mentoring and have attendance problems.

[3] Will be based on the number of middle school youth who participate in mentoring and have disciplinary problems related to violence

Management and Phase-in of Programs, and Methodology for Selecting Providers for **Mentoring:**

- All Mentoring investments will be managed by the City of Seattle (HSD) through contracts.
- The City of Seattle (HSD) will contract with various mentoring providers for mentoring slots. This strategy provides an opportunity to work with various providers to meet the diverse needs of the focus populations.
- Providers will be selected through an RFI process.
- Training and data collection (i.e. Mentor Pro software) might be centralized through Washington State Mentors.

Ways in Which **Mentoring** is Different From Previous Strategies and Why it is Likely to Yield Results:

- Unlike many short-term interventions, mentoring creates the potential for a long-term, positive intervention in a youth's life.
- Research results on mentoring demonstrate an increase in academic performance and a reduction in aggression and delinquency.

Funding Assumptions for **Mentoring**

- The 2009 SYVPI budget allocates $130,000 for mentoring. These funds will be distributed through an RFI process.
- Based on best practice research, the cost of each mentoring match is approximately $1200 for school-based mentoring and approximately $1500 for community-based mentoring. This per match amount includes the cost of mentor training, match supervision, and program administration.

LH COUNCIL CLERK

Seattle Youth Violence Prevention Initiative
Neighborhood Matching Fund Investment Summary

What Will the **Neighborhood Matching Fund Youth Initiative** Investment Buy?

The Department of Neighborhoods (DON) will fund 10-12 community-based, community-driven projects that focus on middle and high school-aged youth in the three Network neighborhoods. Projects will be generated through grassroots community groups interested in building community with youth, in partnership with the neighborhood Networks, based on the needs and interests of youth being served in the Seattle Youth Violence Prevention Initiative (SYVPI).

Primary Population Served by the **Neighborhood Matching Fund Youth Initiatives** Investments:

The **Neighborhood Matching Fund Youth Initiative** Investment will serve all youth populations in the Initiative:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the **Neighborhood Matching Fund Youth Initiative** Investment:

Depending on the nature of the NMF project, one or more of the following indicators will be tracked as evidence of progress toward meeting the reduction in violent juvenile crime and the reduction of suspensions and expulsions due to violent incidents:

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of youth participating in Neighborhood Matching Fund Youth Initiative Projects	90			
Youth begin or increases his/her community service	90			
Youth terminate gang-affiliations	TBD			
Youth re-enroll in school	TBD			
Youth improve school attendance	TBD			
Youth gain employment	45			
Youth are employed for > 2 months (summer employment)	45			
Youth decrease/eliminate violent behavior/crime and/or suspensions/expulsions due to violence	TBD			

Elements Critical to the Partnership among the City, the Networks, and the Project Sponsors for **Neighborhood Matching Fund Youth Initiative**

- The grassroots community groups will work with youth in their neighborhoods, the Networks and the Department of Neighborhoods to develop projects that enhance opportunities for youth being served by the SYVPI.
- The City, the Networks and the Community Project Leads will work together to collect and share data at both the individual youth and project level.

Management of and Methodology for Selecting Projects for **Neighborhood Matching Fund Youth Initiative:**

The Department of Neighborhoods will coordinate and manage the project selection process. NMF Youth Initiative applications will be rated by a panel made up of staff from DON, members of the Networks, and youth. Final project selection will be based on how well the project meets the following six criteria:

1. The project is connected and accountable to the community that it works within.
2. The project provides youth with accessible and sustainable mentorship.
3. The project improves the educational commitment and/or employment preparation of its youth participants.
4. The project quantifies its impact and accomplishments.
5. The project collaborates with one or more of the three SYVPI Networks.

Each project will be assigned a project manager who will work closely with the project lead from the beginning to the end of the project, ensuring progress on the project, approved use of funds, and achievement of specified project goals.

The three networks are operating in different timelines in the way they may access summer funds:

1. NMF will work with the established Network coordinators to encourage youth to submit applications for community-building and leadership projects. NMF staff will provide information / presentations to Network programs already working with youth so those staff can support the youth in developing projects.
2. For those Network(s) that are not yet established, Network coordinators will identify appropriate partners for NMF staff to alert to the funding opportunity and parameters of the population served.
3. Additionally, NMF funds are available to broader community groups who develop youth leadership and community building projects that work with the specific populations targeted by this Initiative.

Timeline:
March – advertisement and outreach to announce funds
April 6 – deadline for NMF applications
May – awards announced

Ways in Which **Neighborhood Matching Fund Youth Initiative** is Different From Previous Strategies and Why it is Likely to Yield Results:

The goal of the NMF program is to increase community building and engagement. The NMF Youth Initiative was initiated to focus community building efforts with youth through developing projects that are based in youth development, youth leadership and youth engagement principles. While the NMF Youth Initiative is not a new program, this plan intends to make the neighborhood networks partners in the solicitation, selection, and implementation of the projects. This will allow for NMF Youth Initiative projects to be integrated into the work of the SYVPI.

Funding Assumptions for **Neighborhood Matching Fund Youth Initiatives**

- The 2009 SYVPI budget allocates $180,000 for Neighborhood Matching Fund Youth Initiatives. These funds will be distributed through a proposal process.
- Each NMF project will be awarded one-time funding up to $15,000.
- Each NMF project must have a community match that equals at least ½ of the total Matching Fund award. Community match can include individual donations, grants from other organizations, in-kind contributions and community volunteer hours.
- Each NMF project will be provided technical assistance and support to operate (i.e., insurance, fiscal sponsorship, project site assistance).

LH COUNCIL CLERK

Seattle Youth Violence Prevention Initiative
School Emphasis Officers Investment Summary

What Will the **School Emphasis Officers** Investment Buy?

The **School Emphasis Officers** Investment will buy four school emphasis officers to work in four middle schools and one K-8 school to serve 240 priority students, as well as many other students on an as-needed basis. Officers' duties will be focused in the following three areas:

Prevention activities

- Serve youth who are directly affected by youth violence, such as at risk of joining gangs or as victims of youth violence.
- Broad-based activities, such as assisting schools in setting up workshops and classroom programs to address specific needs, such as gang prevention or conflict resolution.
- Provide priority students an opportunity to develop a positive relationship with an adult through mentoring opportunities, classroom education, and high visibility in the school setting.
- Ensure a positive and safe learning environment.

Intervention activities

- Serve youth who have been identified as truant or have increased aggression, at risk of committing crimes, those who may be ready to leave a gang, and gang members who are not yet committed to gang life.
- Short-term, more immediate actions such as crisis intervention, social service referrals, or education/tutoring.
- Provide priority students an opportunity to develop important social and interpersonal skills.

Enforcement activities

- Focus on gang youth who are already involved in criminal activity. Because of the very limited number of middle school youth who fall into this category, a minimal amount of time will be spent on enforcement activities.
- These activities include surveillance, arrest, and detainment.
- Provide investigation of crimes committed on school campus.

Primary Population Served by the **School Emphasis Officers** Investments:

The **School Emphasis Officers** Investment will serve all youth population in the Initiative:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the **School Emphasis Officers** Investment:

The following indicators will be tracked as evidence of progress toward meeting the reduction in violent juvenile crime and the reduction suspensions and expulsions due to violent incidents:

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of priority youth served by school emphasis officers	240			
75% of priority youth increase monthly school attendance	TBD			
75% of priority youth decrease monthly disciplinary actions	TBD			
75% of priority youth improve in specific academic subjects	TBD			

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **School Emphasis Officers**:

- Officers need to be integrated into the school staff and work in collaboration with the principal.
- Officers need to be incorporated into the school emailing system and office space for the delivery of services.
- School staff will refer students to officers and officers will refer students to the Networks.
- Regular meetings among School Emphasis Officers, the Networks, and Network Service Providers need to take place.
- Regular meetings will be scheduled between officers and school staff to look at student data sets to make program decisions and address any pending or potential issues.
- Periodic meetings will take place between SPD and SPS to evaluate the School Emphasis Officers program and allow for changes that align with school safety policies and support the school environment.

Management and Phase-in of Programs, and Methodology for Selecting Providers for **School Emphasis Officers:**

- SPD Director of Community Relations will oversee the school emphasis officers.
- SPS Director of Safety and Security will convene monthly Strategic Operations Reviews.
- Officers will be selected from current SPD policies and procedures. Officers must meet the following basic qualifications:
    - Culturally competent
    - Excited to work with students and versed in the positive youth development framework
    - Management and leadership skills
    - Conflict resolution skills
    - Supportive of a team concept
    - Understanding of local resources and community issues

Ways in Which **School Emphasis Officers** is Different From Previous Strategies and Why it is Likely to Yield Results:

The assignment of School Emphasis Officers, focusing on violence prevention and intervention within schools, demonstrates a collaborative approach to reducing violence in the communities that has not been previously implemented. By building a system of collaboration among schools, officers, and community-based organizations, all partners will be more effective in delivering services. While the Officers will work intently with a small group of priority students, they will also be available to serve the broader school community.

Funding Assumptions for **School Emphasis Officers**

- Four FTE will be reassigned from other SPD duties to provide the community school officers. The total cost of the reallocation of resources is $446,000. These funds will be used to pay the salary and benefits of the officers.

Seattle Youth Violence Prevention Initiative
Sustaining Investment Summary

What Will the **Seattle Youth Violence Prevention Initiative** (SYVPI) **Sustaining** Investment Buy?

The Department of Neighborhoods (DON) will review and select two to three projects from the 22 Youth Initiative projects funded by the Neighborhood Matching Fund in 2008 to sustain for one year. $75,000 is budgeted in 2009 and $77,325 in 2010 for sustaining funding. The sustaining funding will support, grow and sustain projects for one year that successfully address the criteria listed below, quantify their contribution to the SYVPI goals and outcomes, i.e., reduction in juvenile violent crime referrals and/or reduction in the number of suspensions/expulsions due to violent incidents, and serve the SYVPI focus populations. The number of youth served and length of the project to be funded will vary by type of project, scope and funding amount needed for sustaining.

A preliminary assessment of NMF Youth Initiative projects from 2008 was conducted. Three projects specifically working with youth who are at risk or involved in gangs/street life have been selected for sustained funding in 2009.

Management of and Methodology for Selecting Projects for **SYVPI Sustaining Funding:**

The Department of Neighborhoods will coordinate and manage the project selection process, ensuring partnership with the Human Services Department (HSD). Final project selection will be based on how well the project meets the following six criteria:

1. The project is connected and accountable to the community that it works within.
2. The project provides youth with accessible and sustainable mentorship.
3. The project improves the educational commitment and/or employment preparation of its youth participants.
4. The project quantifies its impact and accomplishments.
5. The project has the capacity to become self-sustaining.
6. The project is willing to partner with one or more of the three SYVPI networks.

All **SYVPI Sustaining** investments will be managed by the Human Services Department. The two departments (DON and HSD) will set up the procedures to ensure adequate support to the projects without instituting onerous challenges to HSD's existing contract management structure. DON and HSD will help projects connect with the SYVPI Networks in 2009, and in 2010, SYVPI Network staff will assist in project selection.

Primary Population Served by the **SYVPI Sustaining** Investments:

One of the initial criteria used for assessing projects will be the population recruited and served by the project. NMF Youth Initiative projects successful in serving youth who fit one or more of the descriptors of the priority populations will receive a higher rating. The priority populations include:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation

Results to be Achieved through the **SYVPI Sustaining** Investments:

Investments in SYVPI Sustaining projects will contribute toward the neighborhood networks' targets for reductions in juvenile violent crime referrals in and reduction in suspensions and expulsions due to violent incidents in select middle schools. Depending on the nature of the NMF project, one or more of the following indicators will be tracked as evidence of progress toward meeting the reduction in violent juvenile crime and the reduction suspensions and expulsions due to violent incidents:

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of youth participating in Neighborhood Matching Fund Youth Initiative Projects	TBD		TBD	
Youth begin or increase their community service	TBD		TBD	
Youth terminate gang-affiliations	TBD		TBD	
Youth re-enroll in school	TBD		TBD	
Youth improve school attendance	TBD		TBD	
Youth gain employment	TBD		TBD	
Youth are employed for > 2 of months (summer employment)	TBD		TBD	
Youth decrease/eliminate violent behavior/crime and/or suspensions/expulsions due to violence	TBD		TBD	

Elements Critical to the Partnership among the City, the Networks, and the Programs, Relating to **SYVPI Sustaining** Funding:

- The City, the Networks and the Community Project Leads will work together to collect and share data at both the individual youth and project level.
- The Networks and the Community Project Leads will collaborate to maintain a focus on community building and preventing youth violence.

Ways in Which **SYVPI Sustaining** Funding is Different From Previous Strategies and Why it is Likely to Yield Results:

The goal of the NMF program is to increase community building and engagement. The NMF Youth Initiative was initiated to focus community building efforts with youth through developing projects that are based in youth development, youth leadership and youth engagement principles. Each of the projects selected for 2009 Sustaining funding has shown an ability to involve youth, community, and stakeholders with similar goals and outcomes in addressing youth violence in the community as well as meet outcomes similar to the SYVPI goals with youth from the priority populations. This acceptance by the community and previous success makes it more likely that these projects will be integrated into at least one of the three Network's strategies for engaging youth in pro-social activities.

Funding Assumptions for **SYVPI Sustaining**

- Projects are funded for one year.
- NMF programs' match criteria continue throughout the year of Sustaining funding.
- Projects will work with a consultant to develop a long-term Sustaining plan, which will be implemented during the Sustaining funding period. Consultants will be provided by the City to assist in the development of a Sustaining plan.

Seattle Youth Violence Prevention Initiative
Youth Centers Investment Summary

What Will the **Youth Centers** Investment Buy?

The Youth Centers investment will attract youth to three Teen Centers by providing diverse programming through community and interagency partnerships. The locations are Garfield Teen Life Center for the Central Network, Rainier Community Center for the Southeast Network, and Southwest Teen Life Center for the Southwest Network. The Youth Centers will focus on an annual population of 450 priority youth in 2009 and 600 youth in 2010. Each Youth Center will consist of the following:

- 10-15 sustainable community-based and interagency violence prevention/ intervention partnerships.
- Fiscally sustainable, youth-focused programs that are based on a youth's strengths, not deficits.
- Critical youth participation in creating their own culturally and contextually relevant programs around competence, autonomy, and relatedness in order to reduce risky behaviors.

Primary Population Served by the **Youth Centers** Investments:

The Youth Centers will serve the following populations:

- Youth convicted multiple times and released from supervision by state or county or who are under minimal supervision, and are considered a continued risk to re-offend.
- Youth arrested for crimes that do not meet the juvenile detention intake criteria and are released back into the community. This investment area is uniquely set up to provide a setting that could engage these youth and keep them involved in SYVPI programming.
- Middle school youth at risk of multiple suspensions or chronic truancy.
- Youth and their associates who are victims of violence and may seek retaliation.

Results to be Achieved through the **Youth Centers** Investments:

Investments in **Youth Centers** will contribute toward the Network targets of a 50% reduction in juvenile violent crime referrals in Network neighborhoods and a 50% reduction in suspensions and expulsions due to violent incidents in Network middle schools. The following **Indicators** will be tracked as evidence of the **Youth Centers'** contribution toward meeting these targets. Q-Cards (Parks program participation cards) will provide information on youth participation in recreation and other program activity at the Youth Centers.

	2009		2010	
	Planned Target	Actual	Planned Target	Actual
Number of youth served in the Network Neighborhoods	450	TBD	600	TBD
Number of youth completing programs				
Number of youth increasing their attendance in multiple programming				
Number of youth that increase program participation over a year				
Number of youth involved in academic, literacy and enrichment programs				
Number of youth who participate without program restrictions				

Elements Critical to the Partnership among the City, the Networks, and the Service Providers for **Youth Centers:**

- The Youth Centers, the Networks and the Service Providers will work together to collect and share data at both the individual youth and aggregate level.
- The Youth Centers will partner with organizations already serving at-risk youth as a part of their mission.
- The Youth Centers will coordinate opportunities for Network Service Providers to plan, reflect, and modify programs.
- The Youth Centers will work with the Networks to engage communities about the SYVPI.
- Parks and Recreation will leverage its fiscal and facility resources to maximize overall support services.

Management and Phase-in of Programs, and Methodology for Selecting Providers for **Youth Centers:**

- Parks SYVPI Executive Programs Director and three SYVPI Network Youth Center Coordinators will manage the Youth Center programs.
- Phase-in of programs will begin early April 2009 in the Central Network and be implemented by July 2009 for the Southeast and Southwest Networks.
- Methodologies for selecting providers include: 1) working with Networks to identify community-based service providers, 2) implementing collaborative program partnerships with community organizations, 3) working with priority youth to develop and implement their program recommendations and 4) requiring providers to create consistent participation data regarding program outcomes.

Ways in Which **Youth Centers** are Different From Previous Strategies and Why it is Likely to Yield Results:

- Opening three **Youth Centers** in the Network neighborhoods creates a "power of place" for youth.
- Programs focused on meeting the unique needs of youth, specifically in the four priority populations, rather than the needs of the general population served in the department's community centers.
- Formal collaborative partnerships with community organizations already serving priority youth.
- Programs that include relevant racial, ethnic, and cultural awareness components to mentor positive civic engagement.
- Collecting and sharing data with different service providers in the Network.
- On-site office and meeting space for outreach workers and case managers who engage directly with youth.
- Transportation to help support community partners accessing extended hours programs.

Funding Assumptions for **Youth Centers:**

For 2009, the SYVPI budget allocates $157,500 for Youth Center Coordinators and $111,000 for recreation and youth programming. Three coordinators will be hired in June 2009 to staff each of the three Youth Centers. The recreation funds will be used to implement programs for priority youth and continue the expansion of late-night recreation on Thursdays during the summer of 2009.

LH COUNCIL CLERK

2009 YOUTH INITIATIVE

		Adopted Budget	*Shift to Finance General*	*Available Jan 1*	Explanation
Department of Neighborhoods					
	NMF Youth Initiatives	180,000	*0*	*180,000*	Projects awarded on normal cycle
	Sustaining of NMF Youth Initiatives	75,000	*0*	*75,000*	Funding awarded in March
DON total		**255,000**	**0**	**255,000**	
Department of Parks and Recreation					
	Youth Center Coordinators	157,500	*157,500*	*0*	June hire
	Street Outreach	232,829	*155,219*	*77,610*	Starts in March with one CBO serving all three networks
	Recreation	111,000	*93,170*	*17,830*	Begin program in July
DPR total		**501,329**	**405,889**	**95,440**	
Human Services Department					
	Neighborhood Network Coordinators	256,667	*146,667*	*110,000*	One started in January; two start in May
	Intake / Screeners	173,333	*93,333*	*80,000*	Urban League position will fill in April; SW/SE will hire in May; HSD coordinator will hire in April.
	Case Management	966,715	*483,358*	*483,358*	Clients transitioning from old program to new
	Mentorship	130,000	*130,000*	*0*	Award contracts to community-based organizations in June
	Anger Management	190,000	*0*	*190,000*	Clients transitioning from old program to new program beginning in July
	Youth Employment	402,000	*0*	*402,000*	Available for referrals immediately
	HSD Contract Management	112,000	*0*	*112,000*	HSD position filled beginning January 1
HSD total		**2,230,715**	**853,358**	**1,377,358**	
Office of Economic Development					
	Pre-apprenticeships	150,000	*0*	*150,000*	Available for referrals immediately
OED total		**150,000**	***0***	***150,000***	
Office of Policy and Management					
	Initiative Director	159,800	*0*	*159,800*	Hire position in April
	Initiative Database	50,000	*0*	*50,000*	Create database as soon as possible
	Initiative Implementation	50,000	*0*	*50,000*	One-time funding to meet unanticipated costs
OPM total		**259,800**	***0***	***259,800***	
Seattle Police Department					
	School Emphasis Officers	446,000	*0*	*446,000*	Began March 11
	Emphasis Patrols	93,875	*0*	*93,875*	Staff emphasis patrols on schedule as needed
SPD total		**539,875**	***0***	***539,875***	
INITIATIVE TOTAL		**3,936,719**	**1,259,247**	**2,677,472**	

2010 YOUTH INITIATIVE			
		Endorsed Budget	***Shift to Finance General***
	Neighborhood Network Coordinators	338,910	*338,910*
	Intake / Screeners	246,480	*246,480*
	Youth Center Coordinators	277,290	*277,290*
	Street Outreach	331,721	*331,721*
	Case Management	718,900	*718,900*
	Anger Management	195,130	*195,130*
	Mentorship	133,510	*133,510*
	Youth Employment (in HSD)	412,854	*412,854*
	Pre-apprenticeships	154,050	*154,050*
	Recreation (in DPR)	139,672	*139,672*
	Sustaining Fund	77,325	*0*
	NMF Youth Initiatives	184,860	*0*
	School Emphasis Officers	458,042	*0*
	Emphasis Patrols	96,410	*0*
	Initiative Director	164,115	*164,115*
	HSD Contract Management	115,024	*115,024*
INITIATIVE TOTAL		**4,044,293**	**3,227,656**

TWO-YEAR INITIATIVE TOTAL **7,981,012**

COUNCIL CLERK

STATE OF WASHINGTON – KING COUNTY

--ss.

238577 No. TITLE ONLY

CITY OF SEATTLE,CLERKS OFFICE

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

CT:122964-967 & 122971

was published on

05/11/09

The amount of the fee charged for the foregoing publication is the sum of $ 84.90, which amount has been paid in full.

JENNIFER A. PATZER
COMMISSION EXPIRES
NOTARY
PUBLIC
OCT 24, 2011
STATE OF WASHINGTON

Subscribed and sworn to before me on

05/11/09

Notary public for the State of Washington,
residing in Seattle

State of Washington, King County

City of Seattle

TITLE-ONLY PUBLICATION

The full text of the following ordinances, passed by the City Council on April 27, 2009, and published here by title only, will be mailed upon request, or can be accessed at http://clerk.ci.seattle.wa.us. For further information, contact the Seattle City Clerk at 684-8344.

ORDINANCE NO. 122964

AN ORDINANCE appropriating money to pay certain audited claims and ordering the payment thereof.

ORDINANCE NO. 122971

AN ORDINANCE relating to financing the design of improvements to the Airport over Argo Bridge; authorizing the Director of Transportation to execute a Public Works Trust Fund Loan Agreement with the Washington State Public Works Board for design of the replacement of the bridge approaches and deck; authorizing the acceptance of the Public Works Trust Fund proceeds and the incurring of indebtedness; changing an appropriation; amending the Adopted 2009-2014 Capital Improvement Program; and ratifying and confirming certain acts; all by a three-fourths vote of the City Council.

ORDINANCE NO. 122967

AN ORDINANCE related to the Seattle Youth Violence Prevention Initiative, lifting a budget proviso, amending the 2009 Adopted Budget, creating a new Youth Violence Prevention budget control level, changing appropriations to various department budgets and budget control levels, and abrogating positions in connection thereto.

ORDINANCE NO. 122966

AN ORDINANCE relating to the federal Justice Assistance Grant (JAG) program; authorizing the execution of agreements under which the City will receive financial assistance from the US Department of Justice (DOJ), Bureau of Justice Assistance (BJA); authorizing an application for allocation of funds under those agreements; accepting the money when received; and increasing appropriations to the Police Department 2009 Budget; all by a three-fourths vote of the City Council.

ORDINANCE NO. 122965

AN ORDINANCE relating to assistance for the homeless; authorizing an agreement with the United States Department of Housing and Urban Development for additional funds available under the McKinney-Vento Homeless Assistance Act.

Publication ordered by JUDITH PIPPIN, City Clerk

Date of publication in the Seattle Daily Journal of Commerce, May 11, 2009.

5/11(238577)