
SEATTLE YOUTH VIOLENCE PREVENTION INITIATIVE

Central Area Network
Phase II
Implementation Plan
Final Draft

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Urban League of
Metropolitan Seattle

CENTRAL AREA NETWORK– PHASE II IMPLEMENTATION PLAN

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1. Populations Served:

A. How many youth are in each priority population in the network area?

Priority Populations include:

129

Repeat Offenders

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.

150**

Arrested and Released

Youth arrested for crimes that do not meet the juvenile detention intake criteria (e.g. shoplifting) and are released to the community.

305

At Risk of Suspension or Truant

Middle school youth with history of multiple suspensions or truancy (missing more than 10% of school days in previous year).

**Info to be
provided by
the City**

Victims of Violence & their Associates

Youth or young adults who are perpetrators of violence and/or victims of violence or who may seek retaliation.

** Estimated Figure. Final data may be available after January 5, 2009.

B. How many youth will the network serve from each priority population and why?

We expect to serve between 80 – 90% of youth in each category.

2. Outcome framework

A. What specific outcomes will the network achieve?

- A 50% reduction in referrals for juvenile crime
- A 50% reduction in the number of suspensions/expulsions due to violent incidents at schools identified by the network.

See charts for more details.

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Chart 1

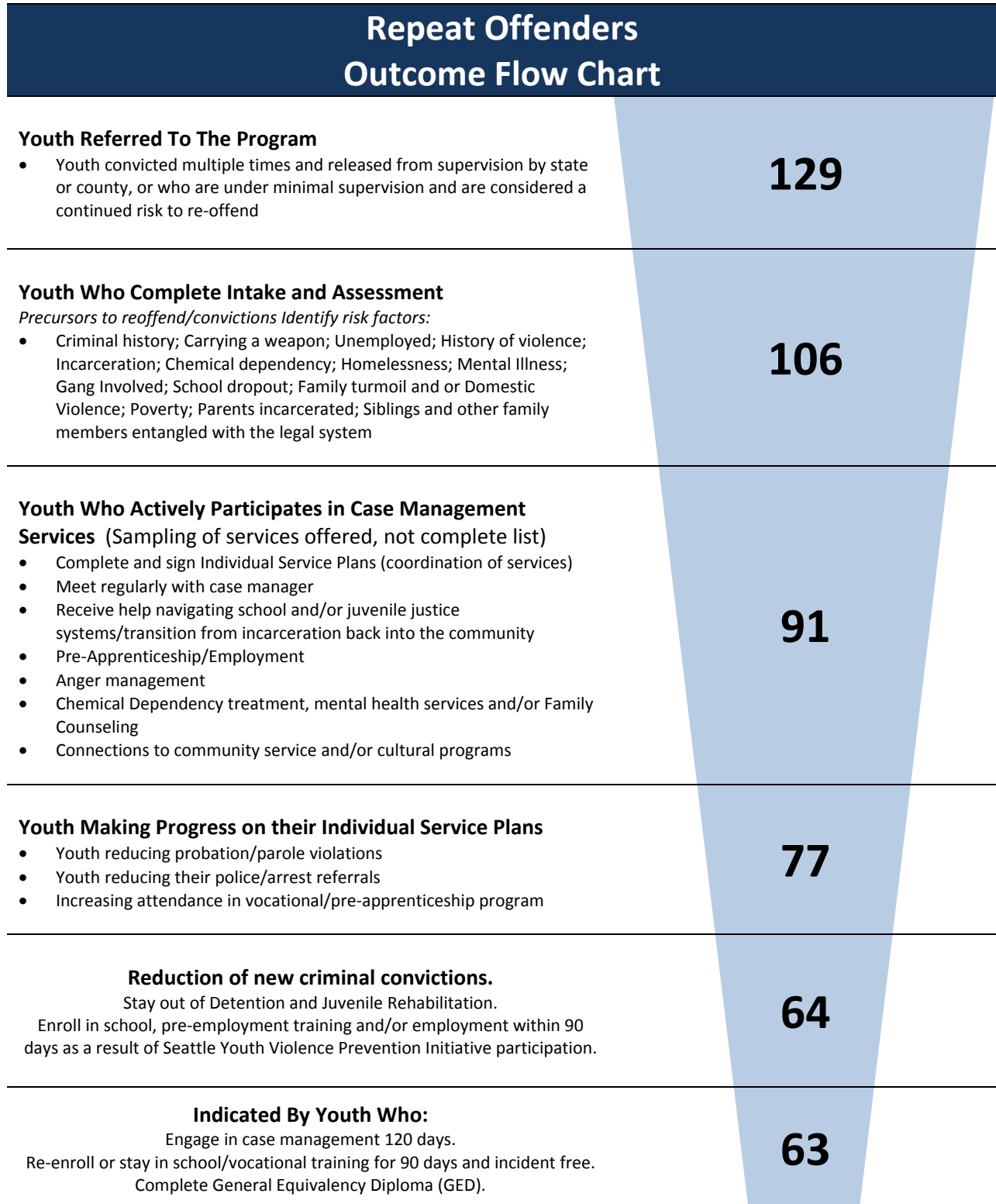


Chart 2

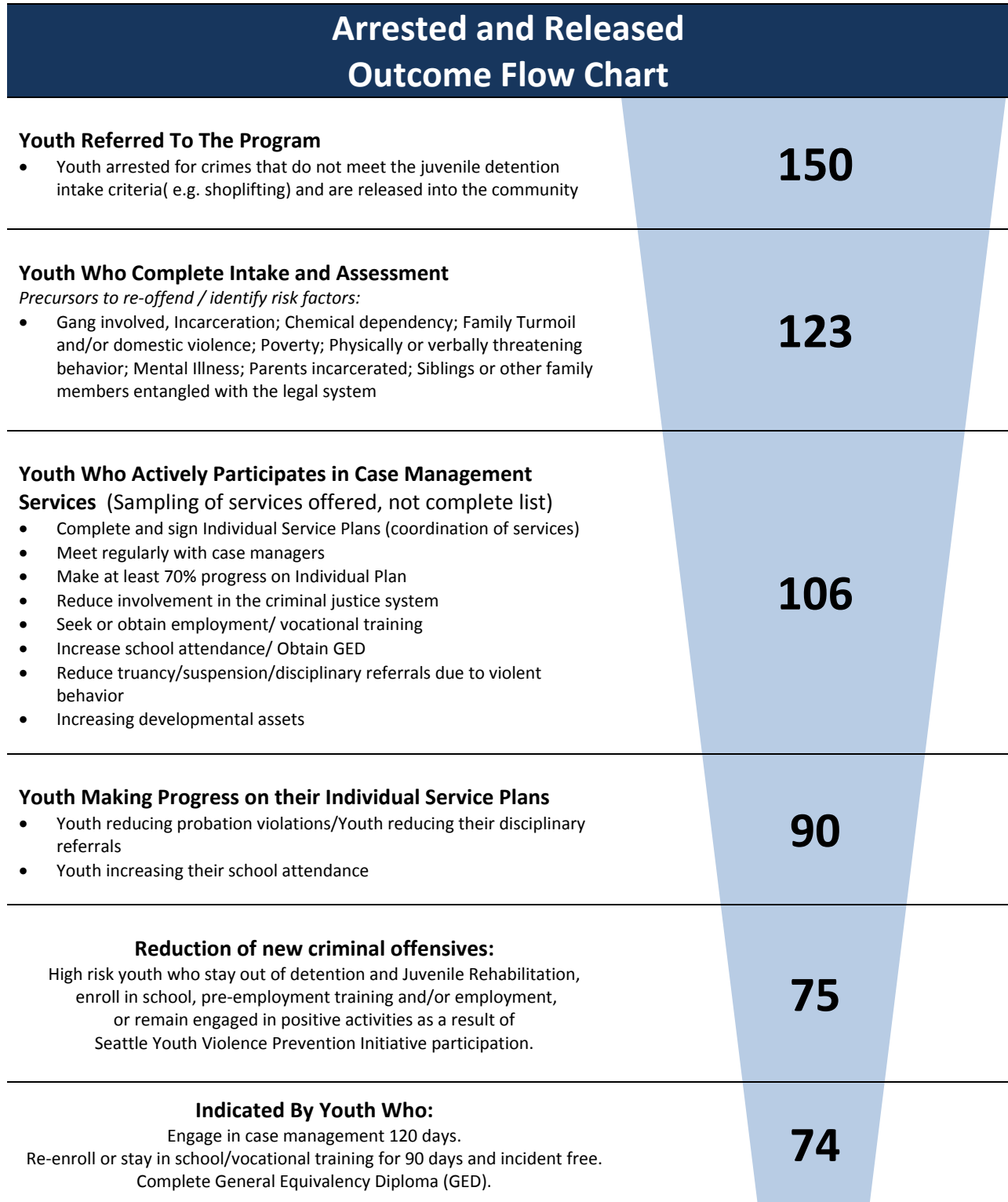


Chart 3

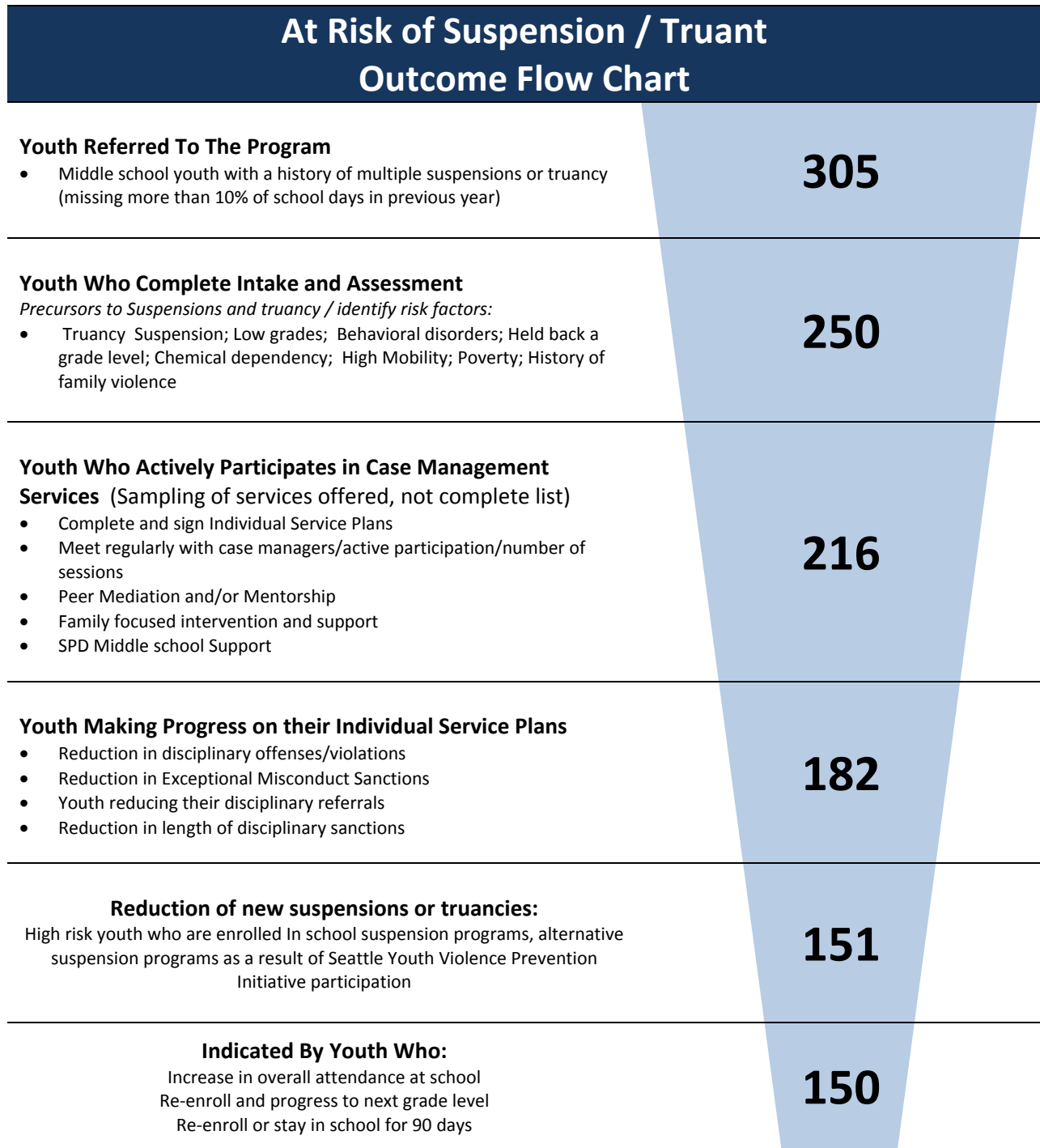
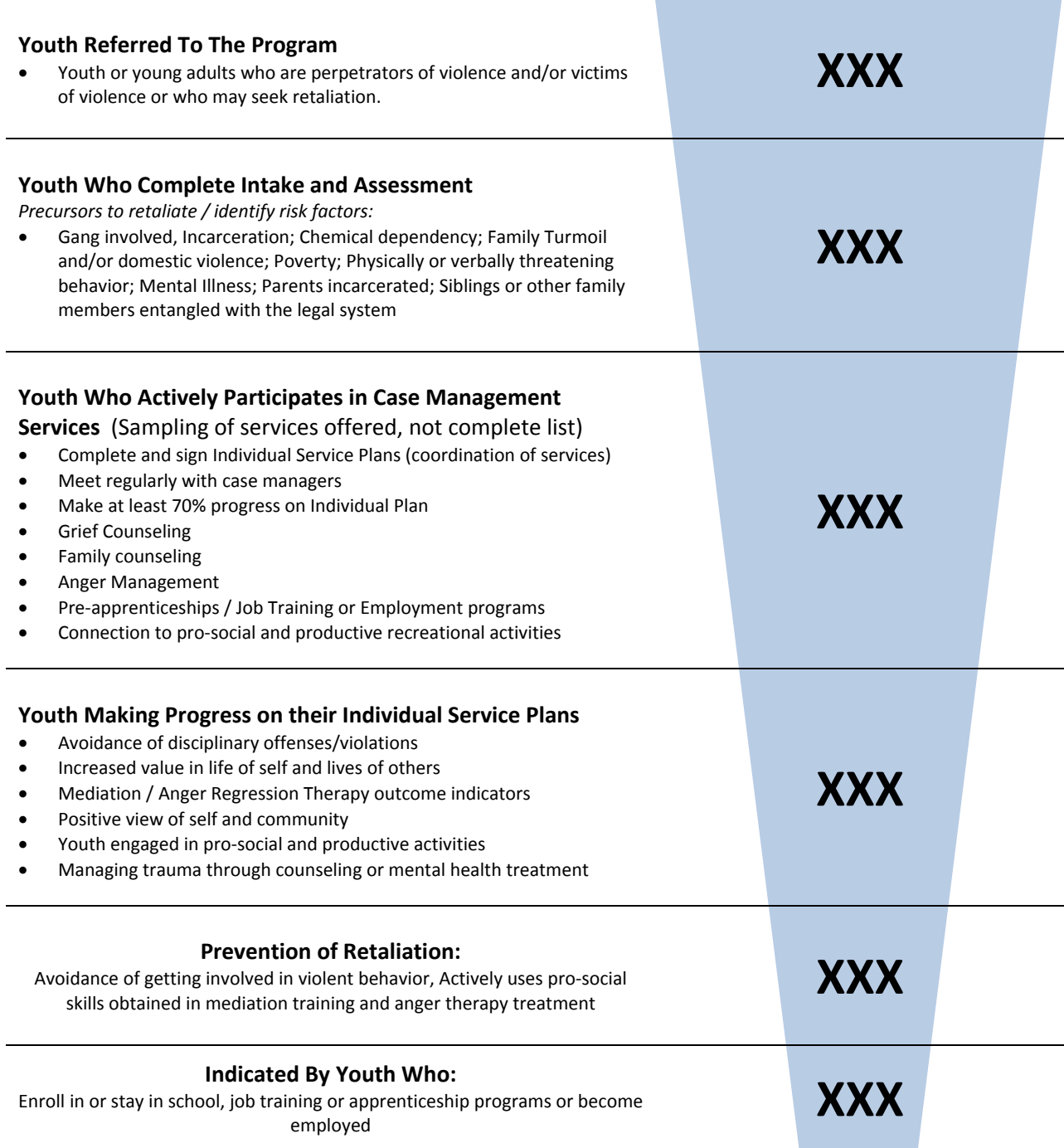


Chart 4

**Victims of Violence and Their Associates
Outcome Flow Chart (draft)**



B. What indicators will be used to measure results?

- A gradual reduction in reported referrals by Juvenile Detention
- A reduction in school suspensions/expulsions
- More cohesive and informed community, working together, through the network's coordination, to address youth violence and work proactively with participating youth and their families

Network Capacity Indicators

Level of Network service capacity to engage and recruit youth:

- Case loads average maximum capacity
- Youth recruiting other youth into the youth violence initiative

Neighborhood Engagement Indicators

- Reduced number of shootings and other violent acts
- Prevented retaliatory killings
- Reduce the level of youth hanging out at late night trouble spots
- Residents perception of neighborhoods as safer

Participant Indicators

Reduce criminal involvement and behavior

- Fulfillment of probation or community services requirements
- Reduction of discipline referrals, suspensions and/or expulsions
- Reduction of criminal referrals, convictions, admissions or detention days
- Reduction in gang related behavior or exit from gang
- Recognized the value of life and that of others
- Commitment to reduce violent behavior and develop pro-social skills

Increase positive involvement in the education system

- Complete General Equivalency Diploma (GED)
- Progress to the next grade level, or graduate from high school
- Increase quarterly school attendance
- Increase quarterly GPA

Opportunities for employment and job readiness

- Motivated to return to school or enter vocational/job readiness training
- If not in school, youth should given employment opportunities

Increase involvement in healthy, positive and pro-social activities

- Connection with a trained/network authorized Mentor
- 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.

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A. Explain how indicator and outcome data will be collected and monitored.

Each network will have a network coordinator who will monitor and benchmark progress on an aggregate and discreet individual level. The network coordinator will provide data about impact the youth's participation has on the network, the neighborhoods and the youth, himself or herself.

The network coordinator relies upon the data sharing between the street outreach worker, intake specialist, case manager and specific youth services provider(s). At intake a baseline needs assessment will be conducted and specific documentation would be collected. If assessments of the youth participant are available through the juvenile justice, foster care, school district systems, the documentation will be "transferred" to the network and made accessible to the appropriate network staff.

In addition, case managers, if assigned to a youth participant, will measure the level of progress each youth has made based on the data received during initial assessments. At the end of the participation period, an exit evaluation will be conducted to determine the continued participation in the network and/or referral to other youth services programs. The family and the referring agencies such as the schools, SPD, JRA, will receive updates on the participation of the youth in the network's programs.

We expect that youth participants will be in the network program for six months. At the completion of services, an exit evaluation will be conducted. This exit survey will also serve as a measurement tool.

The following measurement tools will be designed to capture indicator data:

- Community, youth and provider surveys conducted on a regular basis
- An assessment that measures youth's risk, protective, and developmental factors
- Community trends assessments within the Networks and compare them with hard data collected

The network will use a concept of "reinforced contact" monitoring system to re-engage youth participants who lag in participating in services. A youth participant not engaged in services as recommended may create a barrier to his or her individual service plan goal attainment and ultimately affects network outcome data collection and indicators. In response to this situation, an outreach worker will be notified to reach out to the participant to discover any gaps in service needs and ultimately re-engage the participant in network services.

3. Menu of strategies you propose in this network

A. Rationale for and key features of the strategies selected.

Numerous outreach workers, case managers, and youth services providers independently address the youth violence community and individual risk factors such as the high rates of crime, number of suspensions, heightened gang activity, lower numbers of youth accessing youth programs, and lack of parental involvement in youth programs. However, there has been insufficient communication, collaboration and coordination between these individuals, organizations and agencies. A managed network seeks to bridge the service and information sharing gap. Once this network is in place, efforts to proactively increase the effectiveness of youth development in the key investment areas, those service and information sharing gaps will be further minimized. Broadly, the result becomes a reduction in referrals for juvenile crime and a reduction in suspensions/expulsions due to violence.

B. Describe which strategies will be used with each priority population.

There will be three primary levels of engagement for each youth participant involved in the network. Each level has a specific function in helping that youth become safe, healthy and positive.

Organizational Strategy

Level One. Outreach Workers –

In many instances, the youth is introduced into the network by an outreach worker, a positive role model. The outreach worker will cultivate opportunities to build a trusting relationship with the youth. Specifically, the outreach worker's efforts will lead the youth to engage in the network services. That relationship is cultivated and the outreach worker supports the youth through the intake process. This relationship building may take place in a street setting, schools, JRA, or somewhere else in the community.

Once a youth participant is involved in the network but is not engaging in the service referral, the outreach worker plays a key role in reaching out to that youth participant to get the youth involved the various programs again.

Although the management of outreach workers will be centralized with a supervisor/liaison, qualified and trained outreach workers from, and familiar with, specific neighborhoods will be employed for on-going outreach work. The outreach workers will be a mix of full-time and part-time outreach workers working in shifts during optimal periods. The network will also encourage, cultivate, and train volunteer outreach workers.

The supervisor/liaison facilitates the coordinated communication within the outreach team, intake specialists, and case managers. Also, the supervisor/liaison will manage the outreach workers and report whether benchmarks have been met.

Evaluations on overall outreach strategies will be conducted at regular intervals to determine if the benchmarks have been met. If strategy benchmarks are not met within the centralized framework, outreach work may be decentralized and handled directly by each network.

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Critical incident response is a crucial component of outreach. Critical incident response differs from regular, on-going outreach in that critical incident responders are highly trained, very experienced outreach workers and social workers dispatched within 24-72 hours of a fatal incident. The critical incident response team will work closely with law enforcement de-escalate tensions and prevent retaliation. Critical incident responders will assist victims and families in obtaining grief counseling, treatment or other needed services. After the cool down, the outreach worker will work with victim and/or family to engage the youth participant in the network for longer-term services.

Level Two. Intake Specialist –

A strong relationship between intake specialist and outreach worker must take place to make the youth feel they are not losing a friend but gaining two. Youth will be screened eligibility for participation in the network.

Youth may be referred directly to an intake specialist without the involvement of an outreach worker. Youth detention centers, SPD, hospitals, parents/guardians/family, schools and other community stakeholders may refer directly to the intake specialist for screening by calling a toll-free number or going to the network website. Intake specialists will have mobile capability to perform screenings in the field. The Intake Specialist will be able to transfer any existing assessments into the network database and assign an appropriate case manager.

Youth not meeting the network eligibility requirements are not simply left without any services but referred to an agency that can provide services outside of the network.

Level Three. Case Management –

This is the third leg of the relationship between the youth, outreach worker, and intake specialist. All three levels must have a working relationship that reflects a team of support for the youth. Any gaps within this process would reduce the chances of the youth connecting to the services the Network will offer.

Once the youth has been met with the intake specialist, a primary case manager will be assigned to the youth participant, if the youth participant does not already have one. At this point, the assigned network case manager will conduct a full assessment and review existing assessments conducted by other agencies (imported into network database) and develop an Individualized Service Plan (ISP) for the youth participant. Family engagement is also critical in the intake and assessment stages because of the crucial role the family plays in the further development of the child. It will be important for the family to be involved in the development of the ISP with the intake specialist, outreach worker and the case manager. Network case managers will be connected to a menu of services and partnerships that will offer the youth participant programs and treatment to meet their needs developed in the ISP.

For youth participants who have case managers when they are referred to the network, the youth participant will keep this non-network case manager (external) and receive a network case manager (internal). The internal case manager will become the coordinator of supplemental services in support of the external case manager. For example, when a youth participant is referred to the network after release from juvenile detention, the network case manager will work closely with the parole or probation officer (who is acting as case manager) to get the youth participant additional, appropriate services. The purpose is to avoid duplication of services and redundancy. Through a release of information, the internal and external case manager will be able to track the engagement of the youth participant in the services of the network-approved service providers.

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To more effectively serve youth participants, case managers must have certain core competencies by: understanding legal systems; follow through on referrals; informally mentor; understand cultural challenges; and work within the model social work ethic framework in order to ensure the youth is engaged in services and/or treatment. The goal is to guide the youth participant through to the successful completion of services. Further, case managers may work in limited geographic scope to eliminate travel time and increase contact with youth participants. Case managers will have caseloads concentrating on either middle school or high school age ranges primarily because services for each age range differ substantially.

The glue holding this network together is the proactive communication process and information sharing across and within networks; youth services providers; and community stakeholders. Stakeholders and network service providers will agree to a memorandum of understanding to share information.

Guiding/Core Principles for the organizational structure and implementation of the network's outcome goals include:

1. Taking into consideration the services offered by area churches, faith based organizations and community groups that are not necessarily part of basic case management services, or counted in our funnels. These community organizations are valuable assets and make meaningful contributions towards reducing violent behavior in our youth.
2. Focusing on keeping youth in school, vocational training or employment, incident free rather than on grade levels or low grades.
3. Breaking the cycle of those who are committing violent acts and providing positive alternatives to gangs.
4. Setting pro-social goals for our youth participants.
5. Holding our community accountable for honoring the progress of youth participants, with celebrations for students and their families.
6. Addressing a student's lack of commitment to schools or commitment to job training.
7. Identifying and reacting to early and persistent anti-social behaviors.
8. Creating and incorporating assessment tools to measure our programs/services effectiveness in increments of 30, 60, 90 and/or 120 days.

Service Delivery Strategy

Arrested and Released Youth:

These participants will be assessed for the appropriateness to receive case management services, alcohol and chemical dependency services, family support, and other services. Intake and assessment will ensure that services are not duplicated or omitted. The network will work with the parents/guardians to create a positive environment/home life. Outreach is a very important aspect of network services for this population. The network will enlist the SPD and community leaders to identify these youth as early as possible. The network will dispatch outreach workers to reach out individually to youth in an effort to bring them back into their school and/or positive pro-social activities within the community and to reduce the risk of their continued delinquent behavior.

Repeat Offenders:

These participants may be the most resistant to engaging in services. However, they will receive a strong support structure providing wrap around services. We will focus on developmental assets, life skills and decision making, and breaking the cycle of violence. For

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youth offenders exiting JRA or involved with court system, the network will work closely with parole and probation officer to engage youth participants in appropriate programs. The network will act as the out-placement coordinator to address the needs of this population such as employment referrals, job skills training, and finishing school.

At Risk of Suspension and Truant Youth:

Generally, there are two types of youth participants within this category: middle school students with history of multiple suspensions due to violence; or other students with a history of truancy. Students with multiple suspensions will be referred to the network through the school based officer. The school based officer will be instrumental in identifying students at risk for repeated suspension. The youth will be assessed by the assigned a case manager. If appropriate, a mentor will also be immediately assigned. In addition, the network will encourage the schools to implement an alternative to suspension programs modeled after the Getting Youth Beyond Barriers in School (GYBBIS).

In situations where a youth is chronically truant (missing 10% or more of school days), the outreach worker will be instrumental in identifying the youth and engaging directly in the network. This youth participant will also be assessed for the appropriateness to receive case management services, family support, and an immediate mentor.

Example: A youth, John Doe, is not coming to school. The school administrators refer John's case to the network Intake specialist. Because John is truant from school, he meets the initial criteria for an initial intake assessment. Next, the intake specialist dispatches an outreach worker who's familiar with John's neighborhood and friends/associates. The outreach worker, trained to gather information through motivational interviewing will engage the youth in positive activities. Next, the outreach worker will bring John for a formal intake with the Intake specialist. At this point, the empowerment team, comprised of the outreach worker, family, referring organization and case manager will determine the menu of services available for John. The case manager will monitor the engagement of John in youth services programs and benchmark of john's progress within network reporting framework. Each quarter an assessment will be completed to further determine John's progress. After the completion of services, usually around the six month mark, an exit evaluation will be conducted to determine whether John should continue with services in the network.

Victims of Violence and their Associates:

Critical incident Responders will be dispatched to address the needs of these youth. Initially, the primary purpose is to de-escalate gang-related tensions and prevent retaliation. The family will receive network support in services such as grief counseling, victim's assistance and on-going outreach. After the cool down period, the youth will be encouraged to participate in the network.

C. Are the recommended strategies using proven and effective techniques?

The initiative model will follow strategies successful in Baltimore, Boston, Chicago, Los Angeles, Washington, DC, Minneapolis and New York. In the network, we will use service providers who have been evaluated to have effective and/or promising practices. Many programs are modeled after success programs in other cities. For example, the Critical Incident Responder Team is modeled after a program from DC and the on-going outreach program is modeled after the Cease Fire program implemented in Chicago. However, we believe will be opportunities to

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engage additional community programs that may have promising practices or programs. Most service providers have been used or approved by the City of Seattle in the past.

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POTENTIAL SERVICE PROVIDERS WITHIN THE CORE STRATEGIES**

Case Management

- | | |
|---|---|
| <ul style="list-style-type: none"> • Central Family and Youth Services & Therapeutic Health Services • Center for Career Alternatives | <ul style="list-style-type: none"> • Sound Mental Health • The R.O.Y.A.L. project |
|---|---|

Outreach

- | | |
|---|---|
| <ul style="list-style-type: none"> • Children’s Crisis Outreach Response System • Youth 180 | <ul style="list-style-type: none"> • World Vision • YMCA Alive & Free / Street Soldiers |
|---|---|

Anger Management

- ART program

Employment

- | | |
|--|--|
| <ul style="list-style-type: none"> • Fare Start | <ul style="list-style-type: none"> • Center for Career Alternatives |
|--|--|

Family Support

- The Virtues Project

Mentorship

- | | |
|---|---|
| <ul style="list-style-type: none"> • 4Cs Coalition • JRA • The Breakfast Group • Big Brothers / Big Sisters | <ul style="list-style-type: none"> • Tabernacle Missionary Baptist Church • Tabor 100 • The R.O.Y.A.L. project • Washington State Mentors |
|---|---|

Positive Youth Activities

- | | |
|---|--|
| <ul style="list-style-type: none"> • Central District for Forum Arts & Ideas • Downtown Seattle YMCA • First Place School • Gage Academy of Art • Garfield Community Center • Garfield Teen Life Center • Getting Youth Beyond Barriers in School • Guardian Angels • Helping Link • International District/Chinatown Community Center • Jackson Street Music Program • Jewish Family Services of Seattle • Lambert House • Langston Hughes Center for Performing Arts • Meany Middle School Treehouse | <ul style="list-style-type: none"> • Medgar Evers Pool • Meredith Matthews East Madison YMCA • Metrocenter YMCA • Neighborhood House Inc. • NW Somali Community Center • Peace for the Streets, by Kids from the streets • Powerful Voices • Seattle P-Patch Program • Team Child • Team Read • The Vera Project • The Urban League of Metropolitan Seattle • Yesler Community Center • YMCA Black Achievers Program • Youth Art Program • Youth Force |
|---|--|

*** List is only a sampling; additional providers will be identified in the RFP/FRI process and will go through the network’s RFP/FRI process before selection.*

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D. Describe the intake, assessment and/or screening processes for the network.

Youth referred to the program will be pre-screened for eligibility. Contact will first be made with the referring source to understand the extent and need for youth services. Primary referring sources include the schools, JRA, SPD, the courts, hospital, parents/guardians, and outreach workers. Afterwards, youth participants and the intake specialist will complete a universal Intake form with information such as the referring source and reason for referral, youth name, age, address, guardian contact information, and other pertinent identifying data and demographics. The intake screener will also be responsible for importing data from existing assessments conducted by referring sources. The screener will then assign a case manager to the youth participant. Next, the assigned case manager will conduct an in-person meeting to do a complete assessment and develop the Individual Service Plan (ISP). These assessment tools will be universal within the network. The case manager will identify and screen for strengths and risks using a standardized network form and relevant information. For more intense services, both youth participant will receive a more comprehensive assessment to determine strengths, levels of functioning and needs. Agreement to participate in activities and services will be made in writing. Appropriate interventions will begin. Periodic and exit evaluations (assessment) will be conducted to determine progress made by youth participant in attaining goals set in the ISP.

4. What strategies, if any, should be contracted out by the Network?

A. What experience do you have with contracting for these strategies?

The Urban League of Metropolitan Seattle strives to empower, enable and assist African Americans, other people of color, and disadvantaged individuals in becoming self-sufficient through public advocacy, providing services and developing strong business and community partnerships.

The Urban League (ULMS) has various levels of contracting experiences on a local, state and federal level. For example, ULMS has more than six years contracting experience with several City of Seattle departments through its Contractor Development & Competitiveness Center. Under the Housing Department, the ULMS is contracted by the McKinney Fund and the U.S. Department of Housing and Urban Development to provide transitional housing for young adults. Another ULMS program, The Urban League Village, provides housing income qualifying families housing. The ULMS is contracted by the University of Washington to provide on-campus summer academic enrichment programs and by the Seattle School District to provide after-school tutoring and WASL support. The ULMS also contracts with individuals to provide outreach services through Project Interruption.

The Urban League has the ability to provide the necessary oversight in fund and contract management. It has the capacity to manage funds ethically, efficiently, and with transparency. We understand the logistics of cash flow. The ULMS will ensure that contracting entities will be paid appropriately in a manner consistent with prudent fiscal responsibility.

B. How would you select a provider?

(Request for Proposal or other method?)

Service providers will be selected through a RFP or RFI process. Programs that have been evaluated with promising and/or effective practices will be invited to participate in the RFP/RFI process. In addition, we will allow for flexibility by allowing a limited number of programs with new programs to participate in the initiative.

We will convene a Selection Committee comprised of representatives from agencies not competing for specific contracts. The Selection Committee may include individuals who participated in our network's design process. However, we will enforce a conflict of interest policy to severely minimize any conflicts of interest should they occur.

C. Criteria for selection and qualities providers need in order to meet outcomes.

Service providers should have a proven methodology for service being requested and the capacity to participate within the network. Criteria also include:

- high ethical and professional standards;
- teamwork and proven ability to work in collaborative relationships;
- willingness to participate actively in the network consortium;
- commitment to meet the report requirements through meeting attendance and data entry;
- providing reliable, consistent, and effective services;

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- providing thorough follow through on network communication;
- breadth and depth of experience;
- long term orientation and commitment to the program;
- ability to maintain confidentiality;
- ability to maintain database requirements accurately and with timelines;
- cultural relevance in staff, knowledge and approach to the target population;
- flexibility, sensitivity and ability to communicate effectively in a team setting;
- willingness to be accountable to network coordinator / initiative director

D. Data required by providers to monitor indicators and outcomes.

The network will develop a universal intake and assessment forms to be used by the intake specialists and case managers. Universal data collection from outreach, intake, case management and network-approved services will assist in the tracking of youth engagement in services and other indicators. For example, case managers will work with the established Individualized Service Plan (ISP) prepared for the youth participant to begin a process that will track the progress the youth is making in obtaining his or her self identified goals.

The data collected from ISP and assessments will be consistently reviewed and measured required against future data collected to determine the level of success the youth is having in the completing the services he or she is enrolled in. This information collected in a universal form from all case managers working within the networks will be used to analyze the indicators that will lead to accomplishing the initiatives proposed outcomes.

Types of data collected will include the *Asset Development Principles* developed by the Search Institute in Minnesota. Additional types of data may be collected to measure the *Risk and Protective Factors* developed by Hawkins & Catalano; the *Guide to Elements of Success Programs* by Nancy Ashley; *Heliotrope*, developed by Organizational Research Services, which has findings particularly relate to how risk and protective factors influence social development and positive growth. By coordinating and providing comprehensive services through the strategies specified above, we are ensuring that youth engage in major elements of the model and develop assets or strengths. Research shows that when risk and protective factors are assessed and addressed, and youth are involved in positive programming, exposed to healthy experiences, are successful in learning, and have surrogate support, the rate of destructive behavior significantly decreases while increasing youth strengths.

E. How will technical assistance and training be provided?

Training should be provided to service providers on the initiative directives, documentation requirements, expectations, working with outreach workers, intake screeners and case managers. Since the initiative requires extensive cooperation and collaboration, service providers should be aware of the additional responsibilities required for participating in the initiative.

Technical assistance on data sharing and database use should be provided by the networks to participating service providers.

5. *Involvement of other organizations, individuals & broader community*

A. *Is the success of the network and its providers dependent on any other organizations (or individuals)?*

- As Intermediary: They are needed to open a door

We are dependent on the community stakeholders such as the SPD, JRA, schools, hospitals, and general community to provide referrals of youth participants to the network. Once a participant is in the network, we will continue to share information with the appropriate stakeholder as necessary.

- As Partner: They are needed to deliver a service

In some instances, we will need community organizations to deliver services. We will partner with organizations with independent funding sources interested in aligning with the initiative to work our youth participants.

B. *If so, what specifically is needed from each organization or individual in their respective role?*

We will convene an ongoing “external advisory committee” to work with us throughout the duration of the initiative (at least June 2010). Individuals from community stakeholder organizations, community and faith-based organizations, the East Precinct, and Youth Participants will be asked to review and evaluate the network’s ability to meet its benchmarks.

C. *How will these organizations be incorporated into the structure of the network?*

These individuals will serve in an advisory capacity.

D. *How can you directly engage the broader community in implementing the strategies?*

The broader community has been involved in the design process and will continue in advisory capacity as well. A print and electronic media campaign will build community awareness of the initiative. The community will be involved in the RFP/RFI review process and the services referral process. The objective is to collaborate with organizations to leverage resources available to youth participants.

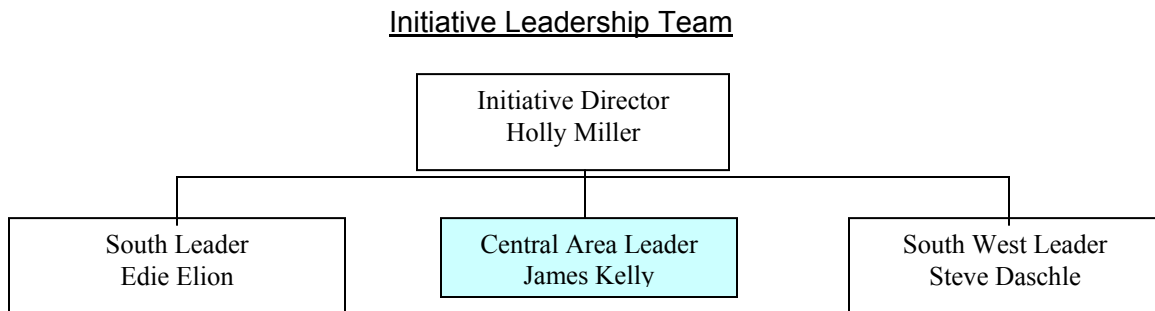
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6. Management Plan

A. How will each network be organized and what are the responsibilities of the network director?

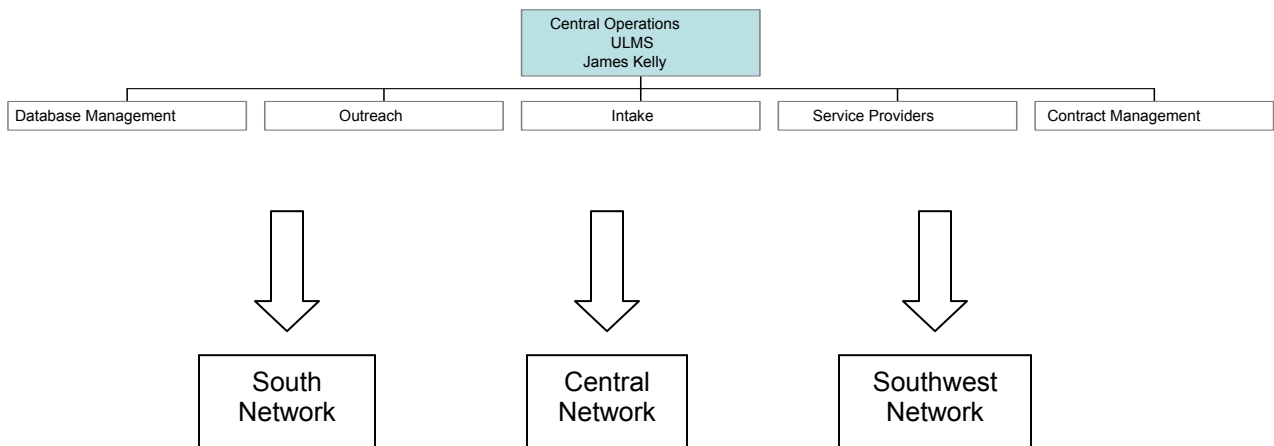
Initiative Leadership Team

Full accountability for success of the Youth Violence Initiative resides with a “triad” of leaders working together to effectively coordinate services, reporting to the City’s Initiative Director on progress and resource needs. The Initiative Leadership Team acts as an “internal advisory committee” to ensure the program is run efficiently and effectively, to create synergy and minimize redundancy and most importantly, to ensure that the networks learn from one another and make immediate course corrections as needed.



Central Operations

The initial setup will centralize shared services, specifically: a) Outreach, b) Intake, and c) Service Provider Agencies. The Urban League will manage these operations on behalf of all 3 networks. Contract management will also be centralized and handled through the City’s HSD office, reporting to the Initiative Director. A central database will be developed within the City’s IT department for use by all three networks. Each network is required to maintain real time data updates and to use the data to report on progress for each client as well as for the program overall.



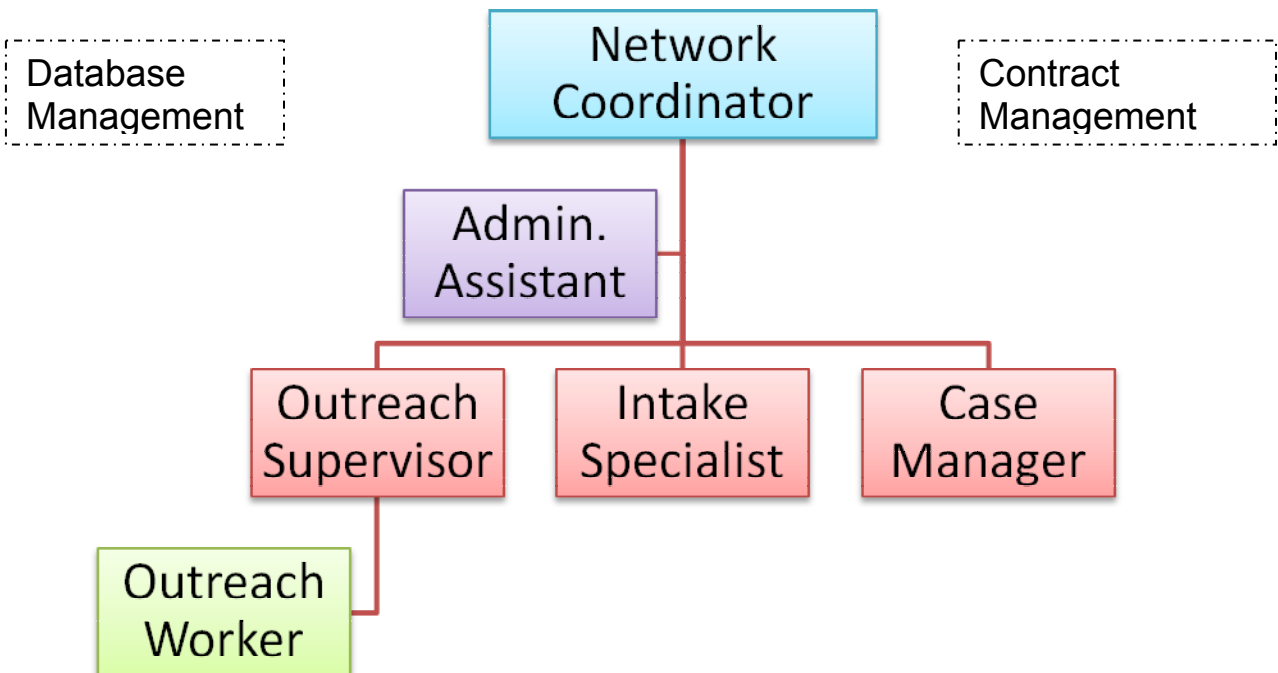
CENTRAL AREA NETWORK- PHASE II IMPLEMENTATION PLAN

Network Operations

The City of Seattle has pre-determined the geographic structure of three networks—South, Southwest and Central Area. The management structure will be decentralized. Each network will have a Network Coordinator managing daily operations, reporting into their respective geographic leader.

Central Area Network - Internal Management Team

Because the Central Area Network is the first rollout area of the program, it will also act as the central operations “hub” for all networks. The internal management team will be bigger than the other two networks. There will be a strong operational leader, the Network Coordinator who has two direct reports: 1) Administrative Assistant and 2) Outreach Supervisor. The Outreach Supervisor will have 3 types of staff: 1) Outreach Workers - Regular, 2) Outreach Workers – Critical Incident Responders, and 3) Intake/Screeners. Case Managers will be on contract centrally supporting all 3 networks and will report into the Network Coordinators at each area based on their specific client assignments. The Administrative Assistant will manage the database centrally and liaison with the City’s IT staff for technical support.



(1) Network Coordinator

- Responsible for managing effective communication between supervisor, case managers, City support, other network coordinators and initiative leadership team
- Ensuring network database is maintained, secured properly
- Developing community partnerships
- Conducting and supervising service provider evaluations

(1) Administrative Assistant

- Support Network Director’s administrative needs

CENTRAL AREA NETWORK– PHASE II IMPLEMENTATION PLAN

- Manage central database; liaison with City’s IT staff for support
- Support all documentation and communication needs for the network

(1) Outreach Supervisor/Liaison (Full-time)

- Facilitates/coordinates meetings and trainings
- Coordinates with agencies/service providers and outreach workers and intake screeners
- Provides dual supervision for outreach with agency staff who house them
- Liaison is a go-between for police and outreach workers
- Outreach worker meets with w/liaison regularly and cross shares info with each other outreach worker

(6-9) Regular Outreach Workers (Combination of full-time and part-time)

- Provides relationship based connection between youth and follow up services
- Works closely with Supervisor/Liaison, Intake Screener and Case Managers

Critical Incident Responders

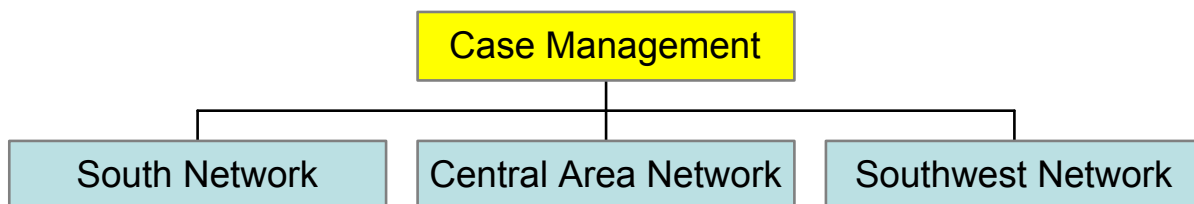
- Specialized, highly trained Outreach Workers for special situations
- Provides earliest intervention following critical incident
- Trained to de-escalate situation following critical incident

(1) Intake/Screeners

- Primary point of contact for community referrals
- Responsible for determining eligibility and making appropriate referral to case managers.

Case Management

The Case Management agency will serve all 3 networks under a central contract set up through the Initiative Directors Office (HSD Contract Management). The number of Case Managers will vary by network based on number of referrals. As previously mentioned, the individual case managers will report to the Network Coordinator



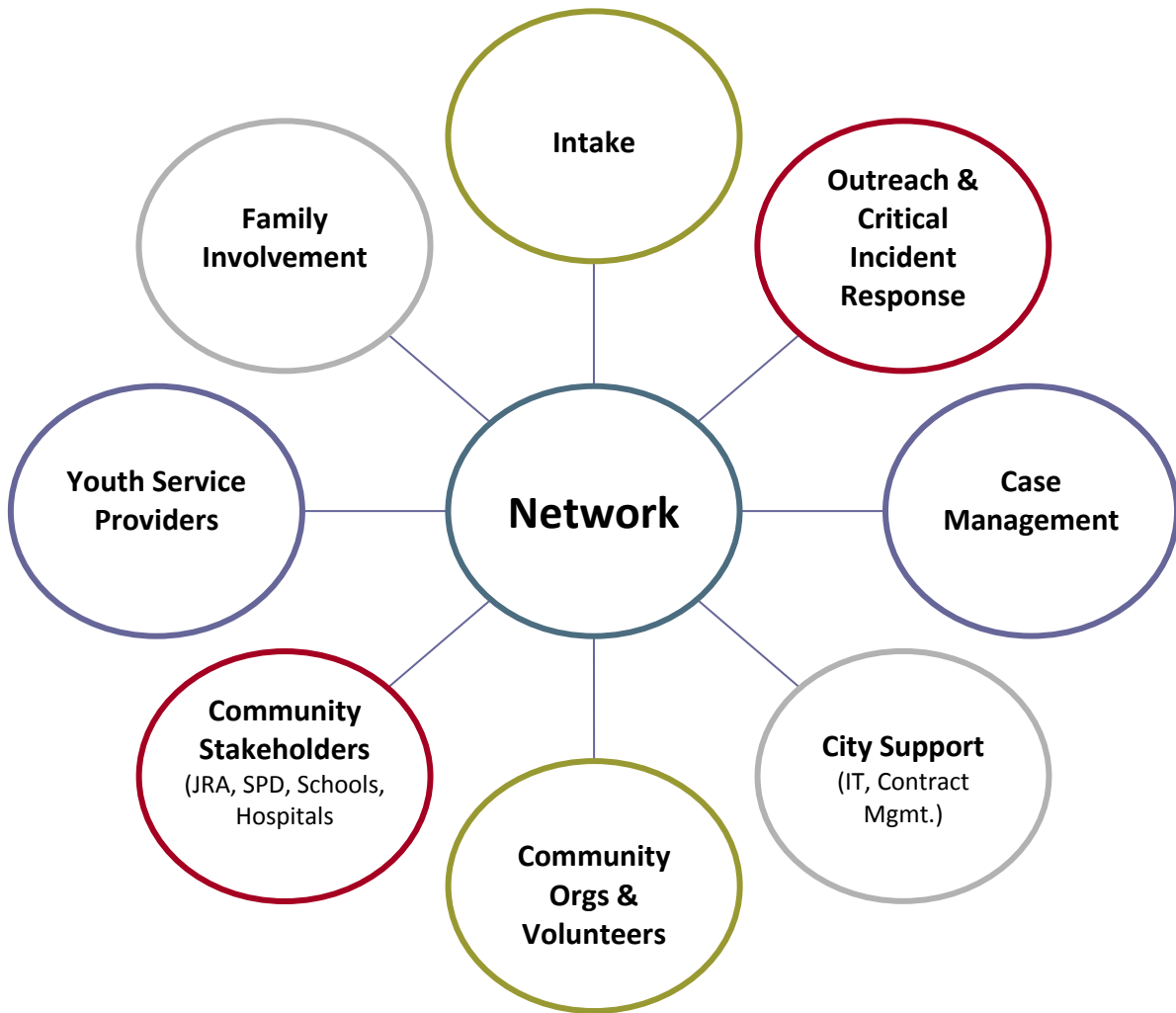
Investment Areas

Through a combination of service providers, contractors and trained volunteers, the plan will be managed to deliver results in all 8 investment areas, required skilled communication and coordination among all parties. Service agreement contracts will be designed to focus on clear accountability for each outside service provider, with frequent, regular evaluations of performance of the agencies and their individual members based on feedback from the target clients and progress against specific objectives.

CENTRAL AREA NETWORK- PHASE II IMPLEMENTATION PLAN

1. Case Management
2. Community School Officers
3. Anger Management
4. Community-Based Mentoring
5. School-Based Mentoring
6. Outreach
7. Youth Employment
8. Apprenticeship

The management 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 the “investment areas” of the program.



B. How will you monitor and track participation of youth in the various strategies?

We will track attendance of youth participants with network service providers in a secured cross-network database. Depending on the service provider, reports will provide data on benchmarks achieved.

C. How will the network monitor providers to ensure effective implementation of the strategies?

Contractor/Consultant Management

We will establish clear expectations with every agency under contract on this initiative. Before the consultant starts, we will have a meeting to go over the contract and work plan to clarify our mission, objectives, tasks, communication structure, reporting requirements and plan regular check-ins. Regular performance reviews will be conducted weekly to assess progress. In addition, the consultant will be required to document his or her work so that we can refer to a written record of what has been done. Joint meetings between contractors will be required to gather learning and make changes based on what is working well.

D. Describe the plan for course-correction if indicators or outcomes are not met.

After the initial pilot, the initiative leadership team will convene to determine if elements of the initiative need to be changed, redesigned, or eliminated. The group will act swiftly to make course corrections as young people's lives are at stake. For individuals and/or agencies that do not meet expectations, maintain appropriate confidentiality, meet deadlines or communicate about progress, we will follow through with consequences—terminating the contract and replacing the agency and/or individual.

E. What common systems/elements need to be in place across all three networks?

- Common database with varying levels of access
- Common language for reporting data
- Common intake and screening methods for consistency of measurement of the indicators.
- Common contracts for service providers to set same expectations for active participation in the network
- Common Memorandum of Understandings for the schools, JRA, SPD for information sharing

7. Financial Plan

A. Specify costs for each strategy.

(Example: \$40,000 for mentoring # youth)

Initiative case manager caseload will be about 20 youth participants for a 6 month period. If there are approximately 16 case managers, 320 youth participants will be served in six month period and 640 youth participants will be served in 12 month period.

Not every youth participant will need the same of level of case management or any case management at all. Thus, we expect to be able to meet the needs of additional youth participants through our network of approved service providers.

B. Specify the unit cost per participant and per successful outcome.

To be determined once final youth referral data is available from city.

C. Specify total costs for network strategies.

The Initiative budget is available with the City of Seattle. Since our plan is in the proposal stages, the budget is still a work in process until final approval is received.

D. List assumptions about fund sources other than the Initiative.

We plan to explore funding sources from foundations or other private entities. Also, we will seek out partners with independent funding sources interested in aligning with the initiative to work with particular subsets of our youth participant groups. These potential providers, who do case management, mentoring and/or outreach services, will be vetted like other providers in the RFP/RFI process and will need to have the capacity to meet the network's requirements.

8. Risk Analysis

A. What obstacles do you foresee in the network achieving its outcomes?

The most significant obstacles are:

1. Privacy issues related to data sharing.
2. Training. We cannot anticipate all training necessary. Funds must be allotted for ongoing training (time and financial).
3. Database management issues after initiative start up
4. Staffing turnover due to Burnout. For example, some outreach workers and case managers who have direct contact with high-risk youth who become victims and/or perpetrators of violence in their caseload. If outreach worker and case manager stress is unaddressed there could be burnout/turnover. This increases the training and rehiring costs.
5. Gender Bias. The majority of youth participants or potential participants will be male. We will need to address service strategies addressing this population.
6. Media and Marketing. We will need incorporate funding to bring community awareness of the network's objectives and goals.

B. How can these obstacles be overcome?

1. Some of the privacy issues may be overcome with a common memorandum of understanding between service providers and community stakeholders. Initiative stakeholders and service providers must first discuss what information can be shared that won't invoke HIPPA, FERPA or other privacy laws. In addition, the database should have varying levels of access so that service providers can view only information they "need to know".
2. For training, there should be specific budget line items allotting funds for ongoing training.
3. Database management issues can be overcome with access to strong IT support from the city.
4. The network should provide grief counseling to outreach workers and case managers in identified situations. To address caseload issues, the network will work with case managers in innovative ways to meet caseload demands as well as provide competent, thorough and meaningful service to youth participants.
5. Target population data needs to be disaggregated by gender for the network to review and strategize to address this population's needs.
6. Partnership with an organization or additional funding sources to provide modest media/marketing campaign.