

How Projects (Subgrantees) Are Selected to Receive Funding Awards

The State Advisory Group awards grant funds from the federal OJJDP (the Title II Formula Grants Program) to prevent juvenile delinquency and improve the juvenile justice system. The purpose of the grant funds is to improve the juvenile justice system by allowing carefully selected innovative projects to have stable funding while they demonstrate their effectiveness. Demonstration projects selected for funding are required to be objectively evaluated by an outside, qualified evaluator. Projects that are proven to be effective are often continued by private, local government or state funding.

The SAG provides technical assistance and training to juvenile justice agencies and may also commission policy research studies on topics of special concern.

The following steps provide a general outline of the typical competitive process that is followed regarding the selection of projects to implement proven and promising programs for youth.

1. *On behalf of the State Advisory Group, the Department of Social & Health Services, Office of Juvenile Justice, issues a Request for Proposals (RFP).*
2. *The State Advisory Group's Grants and Technical Assistance Committee (or a designated "proposal reading team") reviews and rates applicant proposals.*
3. *The State Advisory Group invites finalists to submit a full grant application.*
4. *The State Advisory Group selects grant applications for funding.*
5. *The Department of Social & Health Services, Office of Juvenile Justice, enters into a one-year contract with the selected applicants (or "subgrantees").*

The SAG may renew a demonstration project contract for up to two additional years dependent upon the program funding source, but only if the SAG determines, by on-site monitoring and outside evaluation, that the project is effective. The federal JJDP Act also requires, per section 223(a)(21)(C), that funds not be expended to carry out a program if the recipient of the funds fails to demonstrate, before the expiration of a 2-year period, that the program achieved substantial success in achieving the goals specified in the grant application to the state agency.

In addition to the federal JJDP Act funds, Annie E. Casey Foundation grant funds and state funds are used to implement the Juvenile Detention Alternatives Initiative (JDAI) in Washington. In SFY 2015, there were nine juvenile courts participating in this Initiative (representing 10 counties). Additionally, a competitive RFP process was utilized to fund three projects and a multi-site evaluation for the state Criminal Street Gang Prevention and Intervention Grant Program.

In SFY 2014 -- 3 demonstration projects, 10 JDAI grants, one compliance monitoring grant, one American Indian Pass-Through grant, and 7 technical assistance/training/research grants were awarded within one of the funding sources. The SAG awarded approximately \$550,000 of federal dollars statewide in SFY 2014, along with \$330,000 of State funding and \$25,000 of Annie E. Casey Foundation funding for the JDAI (a total of approximately **\$905,000**). Additionally, \$445,000 in state funds specifically for the TeamChild program was passed via a contract from the Council to the TeamChild organization.

Federal JJDP Act Title II Formula Grants Program

Within the federal Title II Formula Grants Program, during SFY 2014 the state advisory group (the WA-PCJJ) awarded funds in the following program areas: Alternatives to Detention, Juvenile Justice System Improvement, Reentry/Aftercare, and Compliance Monitoring, along with the American Indian Pass-Through funding. System Improvement funds awarded included technical assistance projects targeting racial and ethnic disparities, Reentry/transitional support services, PREA, and status offenders/truancy.

R.E.D. PRIORITY AREA:

Racial and Ethnic Disparities (R.E.D.) is the number one priority of the Washington State Partnership Council on Juvenile Justice (WA-PCJJ).

Studies conducted in Washington State have confirmed that youth of color (YOC) experience disparate treatment, and are disproportionately represented as a youth progresses through the juvenile justice system. The difference between minority and non-minority juveniles' representation becomes amplified with each successive decision point. Although youth of color are approximately 33.6 percent of the juvenile age 10-17 population, they are 58.5 percent of the JRA population in 2013.

Relative Rate Index (RRI) for Washington Statewide in 2012 show:

- Generally, DMC does exist at all levels of the juvenile justice system in Washington State.
- Asian arrest RRI is lower than the White population (.29)
- African-American youth arrest RRI remains higher than any other ethnic/racial category at 1.96.
- Native American arrest RRI is 1.26.
- All minority youth are referred to juvenile court at a much higher rate than White youth; with American Indian, Asian and African American youth referring at the highest rates of 1.78 and 1.7, and 1.63 respectively.
- The RRI shows that non-white youth are diverted significantly less often than White youth.
- American Indian and African American youth are disproportionately securely detained at a rate of 1.64 and 1.19 respectively.

The WA State Partnership Council on Juvenile Justice released the Washington State DMC Assessment Report, completed by the University of Washington under contract with the Office of Juvenile Justice, in February, 2013. The report highlights findings in the following eleven counties: Adams, Benton/Franklin, Clark, King, Kitsap, Mason, Pierce, Skagit, Spokane, Thurston, Whatcom and Yakima.

The report identifies several promising practices for DMC identification and reduction underway in these sites including - Annie E. Casey Foundation's Juvenile Detention Alternative Initiative (JDAI), several different efforts to address consistency in data collection, warrant reduction efforts, review of data and modification of policies and practices.

The report recommends has several recommendation that can be viewed on the Office of Juvenile Justice website: www.dshs.wa.gov/ra/office-juvenile-justice. The report identified arrest/referral as the decision point with the highest disproportionality and greatest opportunity to have an impact.

The WA-PCJJ issued a release for proposals to fund a project that would address DMC at the arrest and referral decision point with the requirement of also addressing the behavioral health needs of the youth served. The Colville Tribes proposal for the Colville Tribal Youth Diversion Program was awarded funding from April 1 2013 - August 31, 2014.

The final project evaluation reported: *"This 12-month grant was an ambitious program intended to institutionalize a tribal community-based system of care for at-risk tribal youth, integrating resources across the tribal system, local school systems, and local county juvenile justice and truancy court systems.*

The program worked well on many levels. Multiple stakeholders were successfully engaged, and most importantly, youth were interested and invested in program participation. Local non-tribal institutions were highly committed to providing assistance and data. The program participants received a high level of service from tribal members who deeply care and remain committed to improved youth outcomes.

However, the program experienced several challenges. Specifically, delays in the project contract and evaluation contract had long term impacts on

program delivery, data collection and data maintenance. Without the specificity of measurement, it is difficult to draw concrete conclusions on program effectiveness.”

Federal funds in the DMC program area also continue to provide for a part-time Racial and Ethnic Disparities Coordinator position within the Office of Juvenile Justice, DSHS.

REENTRY-AFTERCARE PRIORITY AREA

Over the last several years many counties have lost funds due to budget cuts. There is a lack of resources to support youth in transitioning from secure local facilities or Juvenile Rehabilitation (JR) confinement to pro-social and community-based services. Since 2009 JR has not had the resources to fund parole services for nearly half the youth releasing from confinement. A high number of these youth continue to be from minority populations, which is cause for concern as we make attempts as a system to increase services to minority youth who are disproportionately confined across the juvenile justice continuum.

There is a need to determine the best use of limited funding for this population, and to determine gaps in services and identified needs, and provide additional resources for youth transitioning. Most importantly, the Council has refocused its efforts to improve Re-Entry/Transitions through increasing services and opportunities for youth in the areas of employment, education and vocational services. Re-Entry/Transition was found to be one of the highest priority areas of need in the priority assessment ranking that was completed by the state advisory group (WA-PCJJ) in the development of the current 3-year comprehensive juvenile justice plan.

An RFP was released in October 2012 to fund innovative new community Reentry/Aftercare programs or to expand/enhance proven existing programs. Two projects were selected for funding and began in February 2013. These projects were contracted through the Educational Services District 112 in Vancouver, WA and the NW Educational Service District 189 in Anacortes, WA. Each project focused on assisting youth and families in education, vocational re-engagement, and acquiring social services after release from confinement. Both sites worked to increase collaboration with

social service linkage and education/vocational advocacy post-release to build a sustainable cooperative working agreement for the benefit of youth and families upon release.

In January 2014, the Council approved continuation funding for both of these projects. Both projects ended in January 2015. According to a final evaluation report by Maike & Associates the ESD 112's Education Advocate program targeting juvenile offenders re-entering the community was ultimately successful in achieving its stated goals and objectives for the second program year. The EA model holds promise as a best practice that is, for the most part, comprehensive, collaborative and continuous. Participation in EA services provide youth with the necessary supports to reduce risk factors, improve educational and vocational outcomes, and ultimately reduce system barriers through effective collaboration across multiple youth-servicing agencies. More importantly, however, is the programs impact on interrupting the cycle of recidivism that is so often the biggest challenge facing system-involved youth.

According to the final report from Applied Research Northwest INC, ESD 189's Transition/Re-Entry Project had multiple hurdles and barriers to implementation ie: coordination between multiple programs that work and interact with the same population. The Transitions Program had some positive effect on the student's it served.

- 87% completed the program in stable housing.
 - 54% of those eligible were employed, planning for a vocation or actively seeking employment.
 - 84% were in school, working toward a diploma or GED or obtained a GED.
 - In cases where the youth had an engaged adult, recidivism occurred at 1/3 rate of cases where there was no engaged adult.
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ALTERNATIVES TO DETENTION PRIORITY AREA:

The state advisory group continues to support the Juvenile Detention Alternatives Initiative (JDAI) as a system improvement initiative working towards detention reform in the state, and selected “alternatives to detention” as a priority and program area for funding in the 2013 and 2016 comprehensive 3-year juvenile justice plans.

The Juvenile Detention Alternatives Initiative (JDAI):

The JDAI has provided a template to eliminate the inappropriate or unnecessary use of secure detention, particularly for status offenders, without any increase in juvenile crime. Youth who do not pose a threat to community safety are referred to other community resources, outside of a detention facility, while their charge is processed. These youth have not committed a serious crime, and are in fact youth who do not pose a risk to public safety: youth charged with minor offenses, runaways, truants, youth without a home or available placement, or youth needing mental health or substance abuse services.

The purpose of the initiative (founded by the Annie E. Casey Foundation and based on eight core strategies) is to review court procedures and to use a data-driven process to see if certain juveniles might be better served by the use of alternatives, rather than detention. The goal of JDAI is to provide the right service to the right juvenile at the right time, and to hold (in detention) only those juveniles that must be held in locked detention to protect the community.

In 2004, Washington’s former State Advisory Group (the GJJAC) chose JDAI to address detention reform in the state to: develop a more focused and outcome-driven agenda, and use a proven model and framework to improve the juvenile justice system (that addresses both DSO and DMC), and promotes alternatives to secure detention. JDAI is now the largest juvenile justice system improvement initiative in our country with 250 jurisdictions replicating JDAI in 40 states (see map - Source: Annie E. Casey Foundation).

Washington State--Participating Sites:

In July 2014, there were nine JDAI sites in Washington, representing 10 counties; these participating counties collectively represent approximately 72 percent of Washington’s juvenile population age 10-17 and 71 percent of Washington’s youth of color age 10-17 in 2014 (see chart on following page).

Sites are funded (through contracts awarded by the WA-PCJJ) at amounts needed to sustain JDAI implementation locally along with one contract for JDAI statewide coordination (see JDAI projects listing for additional detail on funding).

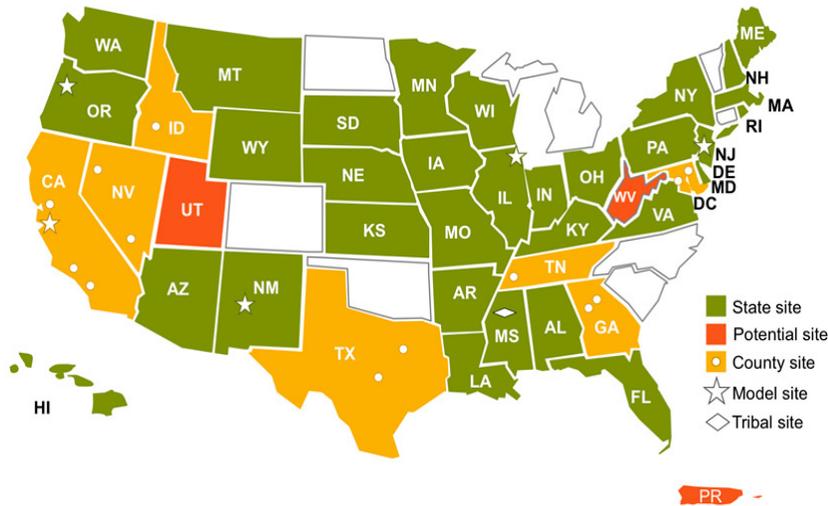
Representatives from the 9 sites meet quarterly to share information about their JDAI programs; the statewide coordinator and OJJ staff coordinate and plan trainings and presentations on topics identified by the sites to be beneficial in furthering JDAI efforts.

Funding for the JDAI sites provides for: enhanced data collection and analysis; detention alternative coordinator positions or detention alternatives staff positions; a plan to address Racial and Ethnic Disparities (R.E.D.); implementation or supported alternative programs for youth; travel to attend required instate quarterly meetings and one annual JDAI national and/or state conference.

Projects must submit progress reports and meet all required reporting criteria for the Office of Juvenile Justice and the Annie E. Casey foundation. JDAI sites work collaboratively with the statewide coordinator, attend quarterly training meetings, submit quarterly and annual outcome data, and strive to conduct detention self-inspections every two years.

Examples of JDAI alternative programs implemented at the sites include: Community service, house arrest, electronic monitoring, alternative schools and day reporting programs, evening reporting centers, work crew, weekend (including Friday school) accountability programs, community trackers, gender specific programs (e.g., Girls Circle), family programming (e.g., Strengthening Families), and restitution programs.

JDAI Nationally 250 jurisdictions in 40 states across the country



Map Source: *Annie E. Casey Foundation*

JDAI Sites in WA State:

Today, approximately 72% of Washington's at-risk youth age 10-17 are served by juvenile courts replicating JDAI strategies:

WA's JDAI Juvenile Courts	% of State's Youth (Age 10-17)
King	25.4%
Pierce	12.4%
Spokane	6.9%
Whatcom	2.7%
Benton-Franklin	4.7%
Mason	0.8%
Adams	0.4%
Clark	7.4%
Snohomish	11.1%
Total (10) Counties	71.8%

JDAI State Steering Committee Established:

In 2013 Washington State established a JDAI State Steering Committee to direct the operation of JDAI for the current sites and to provide resources and guidance for new sites showing interest and readiness. This 26-member steering committee now meets quarterly, and includes a state supreme court justice, state legislators, superior court judges, juvenile court administrators, as well as representatives from the Governor's Office, DSHS, Administrative Office of the Courts, WA Prosecutors Association, WA Sheriffs & Police Chiefs, Office of Superintendent of Public Instruction, WA-PCJJ, the Office of Public Offense, and the State Assoc. of Counties. The Steering Committee is co-chaired by Justice Charles Johnson and Pat Escamilla, Clark County Juvenile Court Administrator. Additionally, Quality Assurance, Funding, and Data subcommittees have been established.

A quality assurance plan has been implemented that includes a statewide coordinator, and coordinators in each county to replicate the initiative with fidelity, to promote the many benefits JDAI has demonstrated for both counties and the state.

The Steering Committee continues to work towards finding permanent funding for a Statewide Coordinator and Data Analysis position.

Funding and Sources for JDAI in Washington State:

State funding via legislative proviso (\$178,000) and a small annual Annie E. Casey Foundation grant (\$25,000) will be partnered with \$76,000 in federal Title II funds allocated by the Partnership Council to fund JDAI in SFY 2016.

The state advisory group (through the Office of Juvenile Justice, DSHS), received AECF funding annually beginning in 2004 to implement the JDAI in Washington State (a total of over \$1.26 million through June 2014). These start-up funding awards from the AECF have been gradually decreased by the AECF over the past several years. The Washington State Legislature has also supported JDAI for several biennia at \$178,000 per year (\$356,000 per biennium). Washington's state advisory group allocated federal funds to provide technical assistance, trainings, and for programming and expansion to further the JDAI in Wash-

ington since 2004. Eliminating the incarceration of status offenders and low risk offenders (impacting use of the Valid Court Order, and furthering implementation and expansion of JDAI principles and strategies), is one of three principal priority areas identified by the WA-PCJJ at their 2013 fall planning meeting.

Background--Detention Admissions in WA:

For a number of years, Washington State has held a high number of status offenders in secure juvenile detention facilities pursuant to a valid court order. From 1999 through 2008, the number of status offender admissions to juvenile detention facilities in Washington ranged from 3,500 to 4,200 annually (primarily related to an At-Risk Youth (ARY) or Truancy court order, pursuant to the valid court order (VCO) exception). In 2009 that number was significantly decreased to approximately 2,000 admissions. From 2010 to 2013, the number of secure detention admissions related to a status offense pursuant to the VCO exception has averaged 2,815 admissions annually.

Overall, total admissions to the 22 juvenile detention facilities in Washington State have ranged from a high of 34,378 total admissions in 2000, to the low of 17,227 admissions total in 2014. An admission is defined as a stay of more than four hours. Admissions pursuant to a status offense comprised from: 11 to 14 percent of the total admissions to detention facilities annually from 1999 through 2008; 9 percent of the total admissions in 2009; and from 11 to 15 percent of total admissions from 2010 to 2013.

The increase in the percentage of minority youth securely detained in juvenile detention facilities statewide is also a concern; in the ten year period 2005 to 2014, there was a significant increase (34.8%) in the percentage of minority youth admissions (from 35.1 percent to 47.3 percent).

Over the last five years (2010-14) there has been a 15.8% increase, and from 2013 to 2014 there was a 6.2 percent increase.

The total number of **all youth** admitted to detention has decreased 42 percent over the 10 year period, and the number of minority youth has also declined there has been a decrease (27%) in the **number** of minority youth admissions to detention facilities statewide (from 11,293 in 2005 to 8,251 in 2014) -- which follows a national trend of see-

ing the percentage of minority youth admissions increase when the number of minority youth admissions decreases.

How JDAI can augment Washington’s use of Best Practice and EBPs:

The JDAI is a system improvement initiative that encourages system decision-makers (judges, prosecutors, defense and probation) to use alternative community-based programs and services for low and moderate youth, rather than past practice of secure detention. JDAI sites commitment is to on-going collaboration to reduce unnecessary detention in lieu of alternative programs, using data to make informed policy and practice revisions, develop and use of a detention risk assessment (DRAI) for detention admission decisions, expedite case processing, implement strategies to reduce the need for warrants and develop new options for probation technical violations rather than detention, and to prioritize reducing racial and gender disparities throughout the juvenile justice system. Currently, many juvenile courts do not collect or analyze data to determine a youth’s risk level to public safety when they are arrested. Consequently, many youth who are not risks to public safety are unnecessarily held in detention.

Core Strategies:

The eight inter-related core strategies of JDAI (collaboration, use of accurate data, objective admissions criteria/instruments, new or enhanced non-secure alternatives, case processing reforms, re-examination of special detention cases, reducing racial disparities, and improving conditions of confinement) are depicted in the chart on the following page.

Goals of the Initiative in Washington include to:

- Improve the juvenile justice system in Washington by increasing compliance with the core requirements;
- Increase the availability and types of alternative to secure confinement programming (including gender-specific and culturally competent programming);
- Reduce the number of status offenders held pursuant to the VCO, and the number of low-risk delinquent offenders, held in secure juvenile detention;

- Reduce Racial and Ethnic Disparities (R.E.D.) a top priority. Work to actively involve law enforcement at the table and to implement the recommendations of the R.E.D. Assessment Report.
- Expand JDAI in Washington as a statewide detention reform strategy;
- Further statewide awareness and information on the JDAI, adoption of JDAI as a strategy for the state for detention reform, along with a quality assurance plan, and resources and guidance for the sites, through the JDAI State Steering Committee. Partnering agencies with the WA-PCJJ include the Administrative Office of the Courts and the WA Association of Juvenile Court Administrators.

Since its inception, the detention admissions for youth of color have been reduced by over 38 percent (from 6,875 annually to 4,238). Additionally, the average daily population of youth of color has been reduced by approximately 56.5 percent (from 260 annually to 113).

While this is good news, the overall proportion of detention admissions for youth of color, compared to white youth, has **increased** (from 42% to 51%), and the ADP proportion of youth of color has also increased (from 48% to 55%). All JDAI sites in Washington will have an emphasis on reducing these disparities.

A Summary of JDAI Site Outcomes:

Each of the juvenile courts replicating JDAI in Washington State has safely reduced their detention populations by implementing alternatives to detention programs, expediting case processing time frames, and developing a risk assessment instrument to determine which youth require incarceration.

JDAI helps reduced reliance on detention, freed resources for the development of more effective alternatives, and improved the overall efficiency of local juvenile justice systems. Instead of being drawn deeper into the system, many youth in JDAI sites have been provided with new opportunities to stay connected with their schools and families, solve the problems that brought them to court, and prepare for success in life.

The JDAI reforms have resulted in:

- Major reductions in use of secure detention
- Increased use of alternatives to detention
- Increased collaboration of local juvenile justice leaders.
- Use of DRAI to reduce unnecessary detention & DMC
- Decrease in detention for probation violations
- Expedited case processing, fewer delays and FTA warrants
- Detention facilities are inspected regularly.

JDAI sites experienced 61.8% reduction in detention:

The average daily population (ADP) in detentions of JDAI sites dropped 61.8% from 572.1 before beginning JDAI to 218.8 in 2014. Using JDAI strategies such as a detention risk assessment, efforts to reduce warrants and probation violation related detention and expanded use of alternatives to detention youth are held accountable while staying in school, at home and out of detention. Alternatives used include: electronic monitoring, Day & Evening Reporting Centers and Weekend Detention Alternative Programs.

Cost-Effective for Local & State Governments:

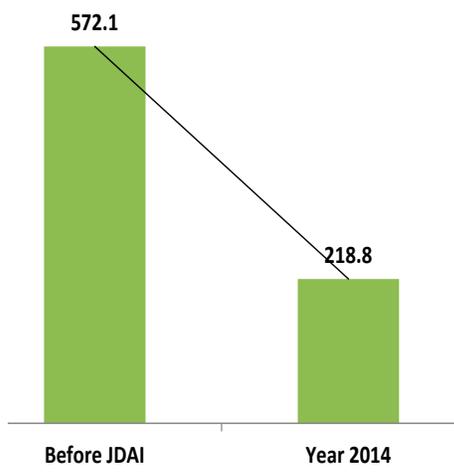
With decreases in detention, counties have closed portions of detention facilities, avoided the need to build larger facilities and shifted resources to community-based alternative programs.

JDAI counties also have lower rates of commitment to state juvenile institutions than counties not participating in JDAI. Since 1997, most Washington counties have reduced their commitments to state institutions, but JDAI counties dropped their commitment rate by 69% compared to 55% for other counties.

If the JDAI counties state commitment rate had kept pace with Non-JDAI counties, 194 additional youth would have been committed in 2012 at a marginal cost of \$39,035* per youth per year or \$7.5 million in additional costs.

** Calculated by the WA State Institute for Public Policy, Olympia, WA.*

Detention ADP decreased 61.8%



Criminal Street Gang Prevention and Intervention Grant Program

Washington State RCW 9.101.010 defines criminal street gang as: *“any ongoing organization, association, or group of three or more persons, whether formal or informal, having a common name or common identifying sign or symbol, having as one of its primary activities the commission of criminal acts, and whose members or associates individually or collectively engage in or have engaged in a pattern of criminal street gang activity. This definition does not apply to employees engaged in concerted activities for their mutual aid and protection, or to the activities of labor and bona fide non-profit organization or their members agents.”*

The 2012 Washington State Legislature recognized that street gang activities are a serious problem that threaten the long-term economic, social, and public safety interests of Washington State and its counties and cities. Local communities require assistance to reduce criminal street gang activity and to increase criminal street gang intervention and prevention services that can strengthen families, improve school performance, reduce criminal activity, and promote pro-social development and success among our state’s young adults.

Two programs were funded, one in the City of Tacoma and one in Yakima County. Additionally, the WA-PCJJ contracted with an independent evaluator to conduct the first year multi-site evaluation.

The evaluation reported the following conclusions and recommendations:

- Both sites faces a number of barriers that inhibited full implementation and delivery of project services. In large part, this was a result of an overall lack of understanding of the scope and magnitude of these projects as well as the short turnaround for initial planning and initiation of program services across five strategic areas.
- Despite challenges, findings indicate that sites made progress toward the implementation of a multidisciplinary approach.
- Future funding initiatives should require the adoption of the OJJDP Comprehensive Gang Model, and should include an implementation

timeline that follows the model recommendations - increasing likelihood of implementation fidelity and positive outcomes.

- Memorandum of Agreements with service providers should include definitive language related the agency’s roles and responsibilities specifically regarding the types of program youth to be served e.g., gang involved, level and dosage of prevention and/or intervention services, and requirements for data collection.
- To increase the likelihood of youth achieving targeted youth-centered outcomes, service providers should implement evidence-based programs designed for youth of focus e.g., gang involved, or high risk.
- Finally, as projects are required to implement the OJJDP CGM, the evaluation, too, should follow the recommended data collection process including the collection of gang related crime data, individual client data, key agency participation data (process and outcome), and community perception data.

In 2013, the Washington State Legislature once again allocated funds to implement the Criminal Street Gang Prevention and Intervention Grant Program. The Legislature allocated \$250,000 per State fiscal year, for two years.

Building on lessons learned, the WA-PCJJ released a request for proposals in August 2013 for jurisdictions to implement the OJJDP Comprehensive Gang Model.

The WA-PCJJ selected three proposals: City of Tacoma, Suburban King County Coordinating Council (thru the Center for Children & Youth Justice), and Benton/Franklin County (thru F.I.R.M.E. organization).

Due to the late legislative session, the contracts were entered into for a twenty one (21) month contract. Based on lessons learned, the first nine months could be utilized for infrastructure development with the second fiscal year for service delivery. The funding was awarded per state fiscal year, therefore, half of the funds had to be expended in the first nine months.

A contract was entered into with an independent evaluator to conduct a multi-site evaluation. (Maik & Associates)

The final evaluation reports on the three sites had the following conclusions and recommendations:

Suburban King County Coordinating Council on Gangs - Center for Children & Youth Justice:

The project made great strides toward fully implementing the comprehensive Gang Model. Project has nearly completed the second stage of implementation - Capacity Building - and is in the beginning stage of Full Implementation, with tasks that, in general, require 12-18 months for completion. The project did face some challenges, including inconsistencies in law enforcement crime data, dosage and intensity of MDIT services, Street Outreach component challenges and a relatively high recidivism rate amount enrolled youth.

Recommendations:

1. Expand Steering Committee membership to ensure representation across all recommended segments of these communities including corrections, faith-based organizations, employment programs, community residents, and youth. A viable option may be to establish regional sub-committees led by current Steering Committee members.
2. Continue to work with law enforcement agencies to increase reliability and validity of gang-related crime data. Expand the collection of demographic data on offenders to include gender, age, and race/ethnicity to provide a more completed picture of gang-related offenders, thus increasing the project's the capacity to appropriately focus prevention, intervention, and suppression approaches.
3. Continue to encourage the implementation of the GREAT (Gang Resistance Education Awareness Training) program in targeted elementary and middle schools to enhance and expand prevention efforts.
4. Work to strengthen processes and procedures for collecting and reporting contact data from Street Outreach Workers to ensure accurate reflection of the dosage and intensity of program services. Address findings of dosage/intensity of services with all Youth LINC partners.

Tacoma Gang Reduction Project - City of Tacoma:

The Tacoma Gang Reduction Project is in the final stage of the CGM – Full Implementation – a process that requires 12 to 18 months with services, ideally, sustained for long-term. The project had benefitted from the work conducted throughout the community to address youth gang violence including the previous funding awarded by the Partnership Council. As such, it readily transitioned into the full implementation phase of the model. Strategies and activities conducted to date follow the recommended processes, and for the most part, model adherence has been followed. More importantly, gang intelligence and police incident data suggest considerable reductions in gang-related activities as compared to baseline. Findings from youth-centered objectives indicate that program services have made mixed but mostly positive impacts on reducing risk and increasing protective factors among targeted youth.

However, referral numbers declined drastically during the current year – below anticipated targets – and a significant percentage of youth were exited from program services. The number of youth exited, in large part, is likely due to a lapse in Street Outreach and case management services, high turnover of outreach staff, and the subsequent inability to re-establish severed relationships with program youth. Additionally, findings demonstrate that the program continues to struggle to meet the recommended dosage/intensity of contacts with program youth. Overall, fewer than half of contacts by Street Outreach are conducted in-person, with this most often taking place in the program office. In general, for this strategy, the project did not adhere to model fidelity, failing to deliver a sufficient dosage and intensity of services that would most likely lead to anticipated behavioral and lifestyle changes among program youth.

Recommendations:

1. Current Street Outreach staff have not benefited from training provided by the National Gang Center (NGC) – it would behoove the project to ensure that this type of expert-content training is provided (especially given the number of newly hired staff).
2. Growing the expertise of law enforcement

through NGC training and/or technical assistance would also greatly enhance traditional and non-traditional approaches especially in light of the recent uptick in gang-related activity within the city and surrounding communities.

3. Placing a stronger focus on the prevention will also enhance existing efforts and likely sustain recently reported decreases in younger-aged youth identified as gang-related offenders, as well as reduced gang activity. As such, it is wise to encourage the implementation of the GREAT (Gang Resistance Education Awareness Training) program in targeted elementary and middle schools. This proven effective program seeks to help students avoid gang membership, violence, delinquent behavior, and how to resist gang pressure and develop positive attitudes concerning law enforcement.
4. A stronger emphasis on re-entry services for gang-involved youth and young adults leaving secure confinement will allow the project to fully extend along the continuum of services – prevention, intervention and re-entry – thus increasing the likelihood of success for this segment of the targeted population.
5. Enhance communication between all facets of the Tacoma Gang Reduction Project. Moving the project and its partners beyond “information sharing” to a level of true “collaboration and integration” will increase the project’s capacity to sustain services by ensuring a high level of buy in, relationship building, and meaningful engagement across all stakeholders for the good of the city’s youth.

**Benton/Franklin Counties - The BRIDGE:
F.I.R.M.E.**

The Bridge Project successfully completed tasks aligned with the conduct of a Comprehensive Gang Assessment – a major undertaking. The results of the assessment provide stakeholders with a broader understanding of the nature and causes of the gang problem within the community, including who is involved and where the problem is concentrated. These findings can be used to guide local policymakers with an un-

biased, research-based source of information; and thus, sets the stage for the development of goals and objectives should they choose to implement the next phase of this process.

These findings can be used to guide local policymakers with an unbiased, research-based source of information; and thus, sets the stage for the development of goals and objectives should they choose to implement the next phase of this process.

Recommendations: Per the Tri-Cities, Washington, Gang Assessment (Katz et al, 2015), the following recommendations are made:

1. Develop a Community Wide Consensus to Implement the Spergel Model (aka OJJDP’s Comprehensive Gang Model)
2. Develop a Strategic Plan to Implement the Spergel Model
3. Pilot test the Spergel Model in the Identified Area of Pasco
4. Increase Emphasis on the Regional Collection of Gang Intelligence
5. Examine Issues Related to the School to Prison Pipeline

In 2015 the Legislature combined the Criminal Street Gang Prevention Intervention funds with other Violence Prevention funds that will be administered by DSHS, Rehabilitation Administration in SFY 2016 and 2017.

**Federal JJDP Act
Title II Formula Grants Program
Program Total Awarded: \$519,961**

**REENTRY/AFTERCARE Program Area:
\$199,678**

**EDUCATION ADVOCATE SERVICES
ESD 112**

2500 NE 65th Avenue
Vancouver, WA 98661
360-750-7500 x. 262
Sandy Mathewson
Federal Amount: \$100,000
Congressional District: 3
Legislative District: 49

Second year of grant funding. The program works with youth reentering the community from confinement in Clark, Cowlitz and Wahkiakum counties (up to 30 youth total) through the Education Advocate Program. The program will provide intensive reentry support services to incarcerated youth returning to the community through comprehensive case management services and the development of individualized Student Success Plans.

**TRANSITION/REENTRY PROJECT
Northwest ESD 189**

1601 R Avenue
Anacortes, WA 98221
360-299-4010
Jodie DesBiens
360-299-4010
Federal Amount: \$99,678
Congressional District: 2
Legislative District: 39, 40

Second year of grant funding. The Project proposes to increase reentry success of formerly incarcerated youth by increasing family and community engagement, through developing strength-based reentry plans that are family-driven and youth-guided, providing linkages to the myriad of social services available in Snohomish County. It is estimated that approximately 80 youth will be served.

**RACIAL & ETHNIC DISPARITIES Program
Area: \$137,071**

**COLVILLE TRIBAL YOUTH DIVERSION PROGRAM
Colville Tribes of the Colville Indian Reservation**

PO Box 150
Nespelem, WA 99155
Myrna Abrahamson
509-634-2469
Federal Amount: \$137,071
Congressional District: 5
Legislative District: 7

One year project with goal of leveraging existing partnerships with schools in Okanogan county, tribal court, law enforcement, health service agencies and the Colville tribal health coalition to offer behavioral health and substance abuse screening and services, culturally tailored alternatives to court hearings, school based mentoring program and motivation interviewing to at risk and high risk native youth living on the reservation.

**COMPLIANCE MONITORING: \$44,236
Kuennen Associates, Compliance Monitor**

8416 Red Oak
Spokane, WA 99217
360-515-1134
Federal Amount: \$49,993
Congressional District: Statewide
Legislative District: Statewide

To provide the onsite compliance monitoring of adult lockups, holding facilities and jails statewide for compliance with the federal requirements (core protections) of the JJDP Act. Other facilities may be monitored as assigned, including collocated, non-secure law enforcement facilities, and juvenile facilities.

**AMERICAN INDIAN PASS-THROUGH:
\$13,283**

**WA STATE 2014 JUVENILE JUSTICE AND SUICIDE
PREVENTION CONFERENCE**

Jamestown S'Klallam Tribe
1033 Old Blyn Highway
Sequim, WA 98382
Liz Mueller
360-683-1109
Federal Amount: \$13,283
Congressional District: Statewide
Legislative District: Statewide

The Conference focus (for the 29 Washington State Tribes and six Recognized American Indian Organizations statewide) will be to provide information and discuss policy around the statewide suicide plan, juvenile justice, and behavioral health services, including youth experiencing trauma.

JUVENILE DETENTION ALTERNATIVES INITIATIVE: \$144,000

See page 26 for a list of contracts awarded; \$144,000 in federal Formula Grant funding was awarded to the JDAI priority area, which was combined with State funding for the JDAI and AECF grant funds in SFY 2014.

SYSTEM IMPROVEMENT PROGRAM AREA (includes Technical Assistance, Training and Research Grants): \$118,764

BECCA CONFERENCE CO-SPONSOR

Center for Children and Youth Justice

615 Second Avenue, Suite 275

Seattle, WA 98104

Hannah Gold

206-696-7503

Federal Amount: \$5,000

To provide co-sponsorship for the 2014 BECCA Conference.

STAKEHOLDER ENGAGEMENT

Spokane County Juvenile Court

1208 W. Mallon

Spokane, WA 99201

Bonnie Bush

509-477-2406

Federal Amount: \$35,334

Technical assistance to be provided by the Burns Institute -- to provide a Community Engagement Assessment and Capacity Building with the Spokane Public School District and the Spokane County Juvenile Court -- to include a training on using data to reduce disparities. This contract assists Spokane County in implementing recommendations from the WA State DMC Assessment.

180 PROGRAM

Urban Impact

7202 South Taft

Seattle, WA 98178

206-361-0363

Doug Wheeler

Federal Amount: \$50,000

Program targets youth who have failed to complete the Superior Court's diversion program, and would otherwise have charges filed, and youth referred to the Prosecuting Attorney's Office (PAO) on their second misdemeanor charge. The PAO refers youth to attend a half-day workshop in order to have their charges dropped. At the workshop, community facilitators share stories of mistakes they made in the past, and how they decided to make positive changes in their own lives. Youth are invited to participate in "AfterCare", where a facilitator follows up with them and helps connect them with community services to help them make positive choices.

LEGAL FINANCIAL OBLIGATION TRAINING

Latino Community Fund

PO Box 30669

Seattle, WA 98103

Jose Manuel Vasquez

206-354-1487

Federal Amount: \$1,000

ACLU to provide training, regarding current rules regarding legal financial obligation to prevent re-incarceration due to unpaid fines, to the Latino Community Fund Board, community leaders, and the Coalition of Immigrants, Refugees and Committees of Color to become community promoters of this information and engage in advocating for systems reform.

WA DMC SYMPOSIUM

King County Superior Court

1211 E. Alder

Seattle, WA 98122

Teddi Edington

206-205-9539

Federal Amount: \$12,200

Fund a one-day symposium to examine DMC data from the participating counties and the latest information on framing racial equity issues, best practices, and measuring outcomes. Each of the 14 eligible counties will be invited to send a five person team. Additionally policy makers, legislative members will be invited to attend.

PAROLE VIOLATIONS DATA REVIEW

King County Superior Court

1211 E. Alder

Seattle, WA 98122

Teddi Edington

206-205-9539

Federal Amount: \$8,780

Programs & Projects

Work with Burns Institute to conduct a survey of work with probation staff, look at detention utilization for probation violations and PV rates. Work to examine whether and to what extent probation violations from caseload to caseload.

SAG WORKSESSION ON R.E.D.

W. Haywood Burns Institute
475 14th Street, Suite 800
Oakland, CA 94612
Laura John Ridolfi
415-321-4100 ext. 108
Federal Amount: \$7,000

One day worksession/technical assistance to the WA-PCJJ including how to effectively discuss racial and ethnic disparities at the State level and effective roles for the Council in developing a statewide approach to reducing racial and ethnic disparities

VALID COURT ORDER (VCO) STUDY

Peter Collins, Ph.D. & Vladimir Behan, Ph.D.
PO Box 22200
Seattle, WA 98155-1090
Peter Collins, Ph.D.
206-296-5474
Federal Amount: \$15,000

To provide co-sponsorship for the 2014 BECCA Conference.

GANG ASSESSMENT TECHNICAL ASSISTANCE

Dr. Charles Katz
6231 E. Desert Cove Ave
Scottsdale, Arizona 85254
State Amount: \$ 28,450
Federal Amount: \$10,000

Conduct gang assessment for Benton/Franklin Counties.

State Criminal Street Gang Prevention & Intervention Program; Total Awarded: \$483,692 (for 11/2013 to 6/2015)

SUBURBAN KING COUNTY COORDINATING COUNCIL ON GANGS IMPLEMENTATION **Center for Children & Youth Justice**

615 2nd Avenue, Suite 275
Seattle, WA 98104
206-696-7503
Justice Bobbe Bridge, Ret.
Congressional District: 9
Legislative District: 37

The project proposes to utilize the completed gang assessment to implement the OJJDP Comprehensive Gang Model and strategies in King County's suburban communities.

TACOMA GANG REDUCTION PROJECT

City of Tacoma
Human Rights & Human Services
747 Market St., Room 836
Tacoma, WA 98402
253-591-5155
Melissa Cordeiro
State Amount: \$133,000
Congressional District: 6
Legislative District: 27

The project proposes to reduce and prevent gang violence through a combination of prevention, intervention, suppression and system-change best practices.

BENTON/FRANKLIN COUNTIES GANG PREVENTION AND INTERVENTION PROJECT

FIRME Outreach
7601 W. Clearwater Avenue, Suite 403
Kennewick, WA 99336
509-736-3578
Jesse Campos
State Amount: \$94,550
Congressional District: 4
Legislative District: 8, 9

The project proposes to conduct a community gang assessment, following the OJJDP National Gang Model assessment process. This will provide them with the information they need to move forward in implementing the National Gang Model in Benton/Franklin Counties.

STATE CRIMINAL STREET GANG PREVENTION & INTERVENTION MULTI-SITE EVALUATION

Maike & Associates
213 Elwha Bluffs Road
Port Angeles, WA 98363
360-460-9600
Michelle Maike, Principal Evaluator
State Amount: \$84,692

To conduct a multi-site evaluation of 3 State Criminal Street Gang Prevention and Intervention grant projects located in Tacoma, King County and Benton-Franklin Counties. An outcome and process evaluation will be conducted, with the final report due August 31, 2015. Projects must follow the OJJDP Comprehensive Gang Model.

GANG ASSESSEMENT TECHNICAL ASSISTANCE

Dr. Charles Katz
6231 E. Desert Cove Ave
Scottsdale, Arizona 85254
State Amount: \$
Federal Amount: \$10,025

Conduct gang assessment for Benton/Franklin Co.

The Juvenile Detention
Alternatives Initiative (JDAI)

Combined Funding Sources -- State proviso funds, Title II Formula Grant, and Annie E. Casey Foundation: Program Total Awarded: \$327,955

The Juvenile Detention Alternatives Initiative (JDAI) is a proven detention and system reform model of eight core strategies that enables Juvenile Courts to safely remove certain youth populations from secure detention. The JDAI was launched by the AECF in 1992, and promotes safe, effective alternatives to holding non-violent youth in locked facilities. In SFY 2014, there were 9 sites (10 counties) participating in JDAI in Washington State--representing approximately 72 percent of the state's age 10-17 youth population in 2014.

JDAI SITES IN SFY 2014:

Adams County Juvenile Court

425 E. Main Street, Suite 100
Othello, WA 99344
509-488-5646
Juan Garza
Amount: \$29,375

Benton-Franklin Counties Juvenile Court

5606 West Canal Place, Suite 106
Kennewick, WA 99336
509-783-2151
Darryl Banks/Eric Lipp
Amount: \$28,200

Clark County Juvenile Court

PO Box 5000
Vancouver, WA 98666-5000
360-397-2201, x 4022
Pat Escamilla/Jodi Martin
Amount: \$28,700

King County Superior Court

1211 East Alder
Seattle, WA 98122
(206) 205-9539
Lea Ennis / Christa Johnson
Amount: \$28,200

Mason County Juvenile Court

Po Box 368
Shelton, Wa 98584
(360) 427-9670
Jim Madsen/Sonya Miles
Amount: \$30,000

Pierce County Juvenile Court

5501 6th Avenue
Tacoma, WA 98406-2603
(253) 798-7949
TJ Bohl
Amount: \$25,100

Snohomish County Superior-Juvenile Court

2801 10th Street
Everett, WA 98201
Marilyn Finsen / James Malcolm
425-388-7845
Amount: \$25,300

Spokane County Juvenile Court

1208 W. Mallon Avenue
Spokane, WA 99201
509-477-2408
Bonnie Bush
Amount: \$27,530

Whatcom County Juvenile Court

311 Grand Avenue, #501
Bellingham, WA 98225
360-676-6780, x. 50143
David Reynolds / Stephanie Lewis
Amount: \$20,050

JDAI STATEWIDE COORDINATOR AND SITES TEAM LEADER:

Rand Young

2910 N. Spotted Road
Spokane, WA 99224
509-624-4924
Amount: \$85,500
