

GRANT AGREEMENT REPORT FINAL REPORT

Grant Agreement With: City of Yakima through the Office of Crime Victims Advocacy

For: Provide state funding to the City of Yakima to facilitate the coordination and implementation of the “Now is the Time 2” anti-gang pilot project

Start Date: July 2018

Report Date: July 15, 2019

This Final Report provides the required information found on Attachment C of the grant award. If additional information or documentation is requested, please contact Sara Watkins at 509-576-6030.

Each of the performance measures outlined in Attachment C are discussed below. Since this is the final report, a full recounting of the program is provided in this report.

1. Coordinator Selection

The City selected Matt Fairbank of Sageland Mediation as the Coordinator for the Pilot Project. The process for selecting the Coordinator consisted of creating a job description and then a competitive Request for Proposals process. The job description for the position is attached hereto as Exhibit “1” and Mr. Fairbank’s contract and contract addendum are attached hereto as Exhibit “2.”

Mr. Fairbank’s contact information is as follows:

Matt Fairbank
Sageland Mediation & Facilitation Service, LLC
509-823-0945
sagelandmediation@msn.com
www.sagelandmediation.com

Mr. Fairbank, through a contracted employee, provided to the City a list of grants and other funding opportunities that might be explored for either sustaining the program, or to enhance other community programs already in place providing services to youth who are susceptible to gang culture. Mr. Fairbank continues to evaluate possible funding sources, including federal, state, and local grants available for youth programming, intervention and prevention.

Mr. Fairbank's contract also includes funding for the intervention specialist, Gary Garza, who is responsible for intervention planning, mentoring the ten pilot program participants, and providing the City and the steering committee feedback as to the pilot project. Mr. Garza is a former school resource officer who was recommended by Yakima School District leadership staff (the supervisors of elementary and secondary principals). Mr. Garza has experience working with middle school youth and gang reduction strategies. More information about the pilot program is outlined below.

2. Strategic Planning

Early in the process, and before the pilot program was envisioned, the Steering Committee, with public input from neighborhood meetings, stakeholders and interested parties, developed a logic model and accompanying risk protective factors specific to the Yakima community. The logic model is attached hereto as Exhibit "3" and an accompanying Risk and Protective Factors for Youths Joining Gangs, also developed as part of this project, is attached hereto as Exhibit "4."

These documents were based, in part, on a series of neighborhood meetings that occurred after a number of violent crimes involving young people in Yakima. The documents were also based on studies and statistics regarding gangs and Yakima County, as well as the Yakima County Community Health and Safety Plan: Vision 2025, an evaluation of after school programming already provided within the City of Yakima, and the Yakima Gang Free Initiative Retrospective by Steven A. Magallen (which provided information on Yakima's previous efforts to combat gang violence from 2010—2015). All of these documents are available upon request.

3. Create a Steering Committee

A steering committee was formed and has been meeting regularly. That steering committee consists of the following members:

Dulce Gutiérrez, Yakima City Councilmember
Jason White, Yakima City Councilmember
Brad Hill, Yakima City Councilmember
Joe Brusic, Yakima County Prosecuting Attorney
Dr. Jack Irion, Superintendent, Yakima School District
Candi Schute, Juvenile Court Administrator
Rodona Marquez, Senior Director, Yakima Valley Farmworkers Clinic
Lt. Chad Stephens, Yakima Police Department

At its April 2, 2019 steering committee meeting, the committee adopted a Charter and Bylaws for the Gang Reduction and Intervention Task Force ("GRIT") program. The Charter is attached hereto as Exhibit "5." The Bylaws are attached as Exhibit "6."

The Charter added two seats to the steering committee at the April 2nd meeting. One was the seat for a representative of the Yakima Police Department, which was filled.

The other seat is for a former gang member or former gang affiliated person. As of the date of this report, this seat has not been officially filled but we do have a person that is interested in the seat. It is anticipated that she will be joining the Steering Committee at its next meeting, July 30, 2019. It is the hope that these two committee members can provide relevant knowledge about intervention and prevention techniques, activities, and programs to help guide the steering committee and the GRIT program.

The steering committee also has adopted a short informational sheet that can be provided to service providers to help explain the program and provide contact information for questions. A copy of that informational sheet is attached hereto as Exhibit “7.”

Although the proviso money is no longer available to support the efforts of this program, the City is dedicated to continuing the strategic conversations at the Steering Committee to help guide the future of the GRIT program in Yakima, and working to collaborate with agencies and stakeholders to provide more opportunities for youth.

4. Steering Committee: Funds Raised

The Steering Committee, through the City of Yakima, has raised no funds. The City submitted an OJJDP grant for Youth Gang Suppression Implementation on June 24, 2019. This grant, for \$230,000 over three years, would go towards implementing the pilot program at all four middle schools. If received, the grant would fund four (4) education advocates (one at each school) to conduct the intervention work with participants. Participation would be rolling, so that once one child made it successfully through the program and could transition to a mentor (a coach, counselor or teacher), another child could enter the more intensive intervention program. It is projected that if funded the program could serve approximately 50-75 kids per year for a total of 150-225 kids total over the term of the grant.

In addition to the intervention work, the program would also include an all-6th grade assembly on resiliency, opportunities, hope and making good decisions to stay away from gangs and violence. Further, a parent program would be scheduled for 6th grade parents to educate them on gang and violence indicators, ACEs, and other pertinent subjects. After the parent education piece (where a meal and childcare will be provided to obtain maximum participation), there would be a services fair, where service providers and other stakeholders could set up tables and provide information about after school activities, services and other opportunities for 6th graders and their families.

Finally, the City, if the grant is awarded, agreed to hire a GRIT Coordinator—a position funded by the City through the Yakima Police Department—to organize the Village stakeholder meetings and continue facilitating the Steering Committee’s strategic work. The GRIT Coordinator would also be a liaison between the City and its partners, and take on other tasks as they arise. The full program is a partnership among the City, the Yakima School District and ESD 105. The Yakima School District and ESD 105 signed

letters of understanding as to their roles in this holistic approach to addressing gang and youth violence in 6th graders.

The City of Yakima was awarded a grant from the federal Substance Abuse and Mental Health Services Administration (SAMHSA) under the Health Transitions Program. This grant is for \$300,000.00 per year for a five-year period and is designed to be used for health and mental health services, independent living skills training, community based recovery support, and staffing. A majority of the funding, \$180,000.00 per year, is earmarked for direct services for youth. The City is still waiting for contracts to be issued by the federal government, but has started working with Comprehensive Health Care, anticipating that it will provide mental health counseling to youth under the grant. The City is also in discussions with ESD 105 to house that mental health professional at its Open Doors program, a program serving youth, ages 16 to 21, who are not in school where they can go to get their GED, work skills, and connect with services, including health care. ESD 105 recently purchased a building for this program and expects to have it open to students starting in the fall.

During the last Washington State Legislative session, the City of Yakima was invited to join the Nuevo Camino program family that was seeking state legislative support for the 2019-21 biennium. This program, begun in 2015, has worked to “strengthen and enhance comprehensive violence prevention and intervention services for at-risk youth currently inclined to be involved in gangs or experiencing violence in their communities and/or their families.” In consultation with the Nuevo Camino project team, it was agreed that many of the outreach efforts of Now Is The Time 2 have been extremely successful and there may be a desire to replicate them in Nuevo Camino communities. Equally, the successful mentoring approach utilized by Nuevo Camino staff will help inform ongoing efforts in Yakima. Ultimately the proposal was not approved by the Washington State Legislature. However, the Legislature did appropriate \$1 million for a competitive grant program for criminal street gang prevention and intervention to be administered by the Department of Youth and Families. Per the budget proviso:

The department of children, youth, and families shall give priority to applicants who have demonstrated the greatest problems with criminal street gangs. Applicants composed of, at a minimum, one or more local governmental entities, and one or more nonprofit, nongovernmental organizations that have a documented history of creating and administering effective criminal street gang prevention intervention programs may apply for funding....

Based on this available funding, we believe that the GRIT program will have a good chance of being funded through this money. In the alternative, if approached by other entities seeking to apply for the funds with programming components similar to those of the GRIT program, we could work collaboratively with nonprofit and/or nongovernmental agencies bringing services to Yakima. At a minimum, the Village and Steering Committee would be available to provide support to any provider using these funds in Yakima.

The City previously applied for two grants, one from the Yakama Nation in the amount of \$5,000.00 and one from the Yakima Community Foundation in the amount of \$25,000.00. Neither of those grants were awarded.

The City, and the Steering Committee, continue to look for grants to support the program created with the proviso money. With established partnerships and a successful pilot program with data support we believe we will ultimately be successful in finding funding to sustain our efforts.

5. Develop Partnerships

A. Pilot Program Partnerships

Work continued with the consultants that were discussed in the previous report. At the time of the last report the MOU with the Yakima School District and ESD 105 was still in draft form. That MOU was finalized, with the addition of Sageland Mediation, which housed the intervention specialist, and is attached hereto as Exhibit “8.” The MOU allowed the intervention specialist to conduct the limited pilot project at two middle schools with up to ten 6th graders. This pilot project was used to evaluate the methods, forms, and structure of the program and to provide feedback as to its effectiveness. The intervention specialist is housed at and trained through ESD 105, works in two Yakima School District middle schools, and is part of the team evaluating the pilot project and the GRIT program.

B. Village Partnerships

One of the most significant sustainable accomplishments of the GRIT program so far is the creation of the Village—a group of stakeholders that meet every two months to network, be educated on relevant and timely topics, and to find and fill gaps in services to the community’s youth. Village meeting educational topics have included a panel on after-school activity providers, a presentation from former gang members and gang affiliated people about their mentoring efforts with gang involved youth in Yakima, and a presentation on gang statistics and indicators from the Yakima Police Department.

Additionally, Opportunities Industrialization of Washington (OIC), a local service provider providing programming for youth, the elderly, and families (including the Strengthening Families program), applied for an OJJDP Mentorship grant for at-risk youth. This grant was collaboratively submitted with entities that also participate in the Village, such as health care providers, juvenile justice representatives, and service providers.

Groups of Village participants also met to evaluate whether they could work together on grant applications. One such group met to see if they could collaborate to apply for a grant providing for outdoor activities for at-risk youth after the GRIT Coordinator found the grant opportunity and connected them. The Yakima Arboretum, OIC, and other

possible partners ultimately determined that they could not apply for the grant due to timing issues.

Finally, the United States Attorney General's Safe Neighborhoods program intends to focus its efforts on Yakima. As part of the program, the AG's Office looks to the community to provide the necessary wrap around services for the targeted individuals and their families. Those services include health care, housing, programming, education, life skills, and help with employment. A recent meeting for community stakeholders included many Village members. It is also anticipated that the US Attorney General's Office will provide additional information directly to all Village members at its next meeting in August, and solidify the participation of service providers in the Project Safe Neighborhoods program.

C. OJJDP Grant and Future Partnerships

The partnerships created during the pilot program benefited the City because both the ESD 105 and Yakima School District were willing to make a more significant commitment to the effort in the OJJDP grant application. During the application process the City also received letters of support from twelve service providers that participate in the Village meetings. These letters confirmed their ability and desire to partner with the City to provide services to the youth that would benefit from the proposed Yakima Youth Leadership Program.

The City also anticipates more requests for collaboration with the City and service providers to bring information and education to the community and families. The City was contacted by the Washington Healthcare Authority about helping host information sessions on trauma-informed approaches. The City immediately reached out to Village members which might be interested in helping with coordination and received positive responses in return. Such positive response indicates that stakeholders are ready to work together and across sectors to help Yakima combat violence and gang activity.

6. Develop Capacity Building

Although no MOUs were specifically entered into with regards to capacity building, the Village has built the capacity in Yakima by creating a common vision of collaboration on gang and violence issues. Village members are not required to apply or enter into any agreement to participate. The Village meets every two months, approximately, and we have seen approximately 50-60 attendees at each meeting during the course of the proviso-funded program.

Part of capacity building is building the education and knowledge base of stakeholders. The Village has provided educational opportunities for stakeholders in the form of panel presentations from former gang-affiliated persons that spoke of the support and consistency youth need, and a panel of service providers providing after-school youth programming that discussed their capacity and what they would need to increase capacity. Further, the Yakima Police Department, through an officer and its crime

analyst, presented data on crime in Yakima, gang influencers, and the street gangs that are present in Yakima.

Meetings have also included each participant giving a short description of the work their agency or group is doing relevant to gangs and/or youth violence prevention. They have also included opportunities to network and collaborate in an informal setting. At one meeting, a gentleman was looking to start a basketball program, but needed a location. He was introduced to a community service provider that has a gym and was looking for more programming opportunities. There are few opportunities to have these conversations in person, and the benefit of the Village is that it provides an opportunity to make those personal connections that are so important in sustainable partnerships.

7. Outreach and Selection

The Yakima Youth Leadership pilot program ran after spring break to the end of the school year in two middle schools—Lewis & Clark and Franklin. It involved ten youth (5 from each school), of both genders. The youth were chosen by a team familiar with the youth and their families, including school teachers, school administration, and the school resource officers. The intervention specialist, Mr. Garza, also observed 6th graders to provide input on possible participants. The Program Criteria Summary report is attached as Exhibit “9.”

Outreach and education for GRIT and youth programming in general was done through the prevention component of GRIT. I Am Empowerment conducted radio interviews on Radio KDNA. Those interviews ran weekly through May, and included one live interview per month where listeners could call in with questions. The interviews were conducted in Spanish on the Spanish language radio station Radio KDNA. This was chosen as the primary method for outreach to the community because it is listened to by a large number of Yakima residents. Further, it is important to get information to different segments of the population, including those that are not primarily English speaking. GRIT also conducted radio outreach geared towards youth and their families on local contemporary radio stations in Yakima in English. The work with Townsquare Media ran through June and included radio spots and short interviews aired on three different radio stations at various times during the day. Attached as Exhibit “10” is a letter from Rocío Carrión regarding the Radio KDNA interviews.

8. Coordinate Intake and Case Management Plans

Mr. Garza, the intervention specialist (job description attached as Exhibit “11”), created individualized plans for each student and family based on the initial survey responses, his observations of the student at school, interests of the student and his/her family/guardians, and the resources available to meet the student and his/her family/guardian needs. He met with the youth at least two times per week, and with their families/guardians on average once per week. The meetings were primarily held at the schools for convenience of the students and their families.

A file was kept on each student to monitor their progress, note what services were recommended and referred, and to note anything else that was pertinent. The students and families/guardians completed an initial survey. The survey is available as an online resource for future use, and a printed copy of the questions of the youth and parent survey are attached hereto as Exhibits “12.a” and “13.a.” The consent form developed for participants is attached as Exhibit “14.”

Each participant’s plan included Mr. Garza’s set curriculum. That curriculum covered education and discussion of the following subjects:

- Communication and Active Listening Skills
- Social Media: Dangers and Responsibilities
- Drug Awareness
- Gang Awareness
- Harassment/Intimidation/Bullying
- Conflict Resolution
- Family and Belonging

A copy of the Leadership Program Format developed by Mr. Garza for the GRIT program is attached hereto as Exhibit “15.”

The curriculum included not only Mr. Garza lecturing or lessons, but also role playing, especially with regards to communication, conflict resolution, and getting along with family. Additionally, to create incentive for behavioral change, Mr. Garza created challenges surrounding attendance and grades. These challenges provided for incentives for completion—if a student had no attendance issues during a set period of time they would get a gift card for a local restaurant to take their family out for dinner. Similarly, for increases in grades, incentives in the form of gift cards for restaurants were provided. As part of the incentive, Mr. Garza would discuss what the students would do with the incentive. Since the challenge was intentionally scheduled to end near Mother’s Day, the students expressed the desire to take their moms out for dinner with the reward.

Although not used during the pilot program due to the short period of the pilot, it is anticipated that throughout the program period follow-up surveys would be conducted for both the youth and families to see how attitudes and knowledge of the subject matter were continuously changing as a result of the program.

9. Monitoring Progress

The most significant progress in the final quarter of the proviso period was the execution and completion of the Yakima Youth Leadership Program pilot project in partnership with ESD 105 and the Yakima School District. That is described in more detail above, and in the attached report from our researcher, Juliana Van Olphen (Exhibit “16”). Ms. Van Olphen’s report outlines the Yakima Youth Leadership Program and analyzes the surveys conducted as part of the program. Interviews and surveys were done with the

participants and parents/guardians at the end of the program and are included in her analysis of the program. Copies of those interview questions are attached as Exhibits “12.b” and “13.b.”

The Steering Committee also discussed the future of the program and the need to continue the efforts in a strategic and sustainable manner. The Steering Committee agreed to keep meeting after the proviso period expired, despite the fact that no funds have been obtained to continue the program. The City of Yakima agreed to support the efforts of the Steering Committee and Village as well, regardless of funding. One of the items on the Village meeting agenda on August 7, 2019, will be the future of the Village meetings. With no funding, we will be asking stakeholders to step up to help plan and facilitate such meetings in the future. The City will still be available as the coordinator of the meetings, but it is looking for more logistical participation from stakeholders.

The Youth Advisory Group met three times during the course of the proviso period. During that time they provided a number of great ideas on how to get high school youth involved in the program as informal mentors or to run after school activities. The City will be providing their ideas to the Steering Committee as that Committee continues its discussions about the program and strategies to combat gang and youth violence.

The City has secured additional funding for prevention and intervention activities through its receipt of a SAMHSA grant. Project Safe Neighborhoods will provide a coordinated approach to directly working with gang members who want to make a lifestyle change. The City awaits decisions on the OIC of Washington OJJDP mentorship grant application, and its own OJJDP Youth gang suppression grant application. The City also continues to search for and evaluate other funding opportunities to continue the program.

10. Capacity Building

As you can see, much was accomplished with regards to Now Is The Time 2 with the generous grant from the Governor’s Office. We convened stakeholders and community service providers every other month to discuss and learn about the issues affecting the community, as well as allow networking and the breaking down of silos to create an atmosphere of collaboration. We created the Yakima Youth Leadership Program, which with the documents created and a structure in place, can be executed with funding. Finally, we reached out to provide community members information about pertinent topics associated with gangs and violence through Spanish and English radio programming. All of this is outlined in the report from our researcher, providing data and analysis of our efforts. Hopefully this will help us be successful in future funding opportunities as we have created a program that has positive effects on 6th grade youth in Yakima.

The City appreciates the opportunity to utilize this money to create a program that will benefit the youth of Yakima. If you have any questions, or need additional information or documentation, please do not hesitate to contact us.