

**WASHINGTON STATE
PARTNERSHIP COUNCIL ON
JUVENILE JUSTICE**

WA-PCJJ

Request for Proposals (RFP)

Washington State Criminal Street Gang Prevention & Intervention Grant Program

Revised/Updated

August 12, 2013

Proposals Due: September 18, 2013

The Washington State Gang Prevention & Intervention Program is administered by the Washington State Partnership Council on Juvenile Justice (WA-PCJJ) through its staff within the Office of Juvenile Justice, Department of Social and Health Services.

Washington State Partnership Council on Juvenile Justice (WA-PCJJ)

2013 Washington State Criminal Street Gang Prevention & Intervention Grants Program

Request for Proposals

Introduction

The Washington State Partnership Council on Juvenile Justice (WA-PCJJ) is requesting proposals for the Washington State Criminal Street Gang Prevention & Intervention Grant Program funding.

The Washington State Partnership Council on Juvenile Justice is the state's advisory group regarding juvenile justice matters. As the state's advisory group, it awards funds from the federal Office of Juvenile Justice and Delinquency Prevention. The Council was established in September 2010 and replaced the Governor's Juvenile Justice Advisory Committee.

The WA-PCJJ establishes priorities for granting federal juvenile delinquency and delinquency prevention funds and has recently issued requests for proposals for grants to assist communities in addressing disproportionate minority contact with the juvenile justice system and for delinquency prevention. Additional information on the WA-PCJJ can be found at www.dshs.wa.gov/ojj.

The 2012 Washington State Legislature recognized that street gang activities are a serious problem that threatens 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. **As a result, the Legislature invested funds for a Criminal Street Gang Prevention and Intervention Grant Program to be administered by the WA-PCJJ. In 2013, the Legislature again provided funding for the Program for the next biennium.**

Purpose

The purpose of this Request for Proposals is to assist communities in addressing criminal street gangs by helping to ensure that our youth avoid gang membership and activities, as well as other future criminal behavior. Studies have shown that effective interventions reduce criminal activity and recidivism. **It is the intent of this RFP to provide funding for communities to implement the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model.** This model is a framework for the coordination of multiple, data-driven anti-gang strategies among agencies such as law enforcement, education, criminal justice, social services, community-based agencies, outreach programs, and grassroots community groups.

Who Can Apply

Coalitions composed of, **at a minimum**, one or more local governmental entities (including federally recognized tribal governments, as determined by the Secretary of the Interior) **and** one or more nonprofit, nongovernmental organizations that have a documented history of creating and administering effective criminal street gang prevention and intervention programs may apply for funding.

Priority will be given to applicants who have demonstrated the greatest problems with criminal street gangs.

Amount of Grant Award*

A total of \$400,000 is available to fund two (2) or more grants with a maximum grant award per project of no more than \$200,000 for a 21 month period. No more than \$100,000 can be spent in any one State fiscal year (i.e. – During the 9 month period October 1, 2013 to June 30, 2014, projects cannot budget or expend more than \$100,000; and during the 12 month period July 1, 2014 to June 30, 2015, projects cannot budget or expend more than \$100,000.) No more than 4% of the awards may be used for grant administration.

***NOTE:** *This is a one-time grant award for a period of 21 months.*

Contract Period

Projects will be funded for one **21-month contract period**, October 1, 2013 – June 30, 2015. Office of Juvenile Justice staff will monitor the approved projects.

Match Requirement

There is a local match requirement of one fourth (25%) of the total requested amount - **cash or in-kind**. (A total request of \$200,000 would require a match of \$50,000.)

Evaluation

Projects funded will be required to work collaboratively with the independent evaluator selected by the WA-PCJJ/Office of Juvenile Justice. **Projects do not need to budget for an evaluator in their proposals. Any need for technical assistance, consultation and/or quality assurance may be requested of the Office of Juvenile Justice or the National Gang Center at no cost and therefore need not be included in the budget.**

Proof of Insurance

Any organization that is awarded funding from the WA-PCJJ must provide a certificate of insurance naming DSHS as also insured.

If your project is selected to receive a grant, you must provide the certificate of insurance prior to receiving a contract.

If a county of municipality is self-insured or a member of an authorized risk-pool, the Contractor shall only be required to acquire and maintain additional insurance coverage as necessary to supplement the Contractor's self-insurance or risk-pool amount to meet the minimum limits required by DSHS, State of Washington.

Criminal History and Background Checks

Contactors and each of their employees, subcontractors and/or volunteers, who may have unsupervised access to clients, shall have a cleared and approved current criminal history and background check.

Contractors are required to submit their personnel policy regarding criminal histories and background checks to the Office of Juvenile Justice. Do not include this information with your proposal. You will be asked to meet this requirement if your project is selected for funding by the WA-PCJJ.

How to Apply

Guidelines for the State Criminal Street Gang Prevention & Intervention Grant funds are attached (see Attachment B). The proposal must address the requirements in the Guidelines and:

- **Must be submitted using the State Gang Prevention & Intervention Program Application available on line (<http://www.dshs.wa.gov/ojj/grantapponline.shtml>)**
- Must include the Attachment A - Proposal Face Sheet in this RFP.
- Must include Logic Model completed in the format outlined in the Application.
- Must include Attachment C – list of Collaborating Agencies

- Must include Attachment D – Race and Ethnicity Impact Statement

Directions for Submitting a Proposal

1. Submit **two original signed copies** of the proposal to:

<p>Mailing Address: Office of Juvenile Justice Department of Social and Health Services PO Box 45828 Olympia, WA 98504-5828</p>	<p>Street Address: Office of Juvenile Justice 1115 Washington 14th/Jefferson OB 2 3rd Floor Olympia, WA 98504-5828 (360) 902-7526</p>
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Proposal Deadline

Proposals must be postmarked* no later than September 18, 2013, or hand delivered to the Office of Juvenile Justice no later than 4:00 p.m. that day. Late proposals will not be accepted. FAX or electronic submissions will not be accepted. (* postmarks must be official post office postmark or date marked from shipment firm – i.e. Fed-Ex, UPS, USPS – business post date from in house mail room will not be accepted as a postmark)

Why Your Proposal Could Be Rejected

- It is not submitted on the State Criminal Street Gang Prevention & Intervention Grant Application with attached Face Sheet, Race & Ethnicity Impact Statement, Logic Model and list of collaborating agencies.
- It exceeds the budget limit.
- It does not clearly follow the OJJDP Comprehensive Gang Model (*projects will be evaluated with regard to outcomes as well as model fidelity*)
- It was submitted after the deadline.
- It does not include data regarding local gang problem.
- It does not provide information on the current infrastructure or plan and timeline to develop infrastructure.

Technical Questions?

If you have questions, or if you need technical assistance on the grant proposal process, please call the Office of Juvenile Justice, 360-902-7526. The WA-PCJJ staff are available to assist you.

Q & A Call-in

A question and answer call-in session will be held for all prospective applicants. **All questions and answers from the call-in, as well as any additional questions received by the Office of Juvenile Justice, and the answers, will be posted on the website http://www.dshs.wa.gov/ojj/funding_opportunities.shtml. All applicants are encouraged to regularly check the website for any updates following the Q & A postings.**

DATE:	Monday, August 12, 2013
TIME:	10:30 a.m.
CALL:	1-888-236-1031
ENTER CODE:	1848626

How Proposals are Selected

Proposals will be rated by the WA-PCJJ. Ratings may be used as a basis for further discussion and evaluation.

Selection decisions may be influenced by other factors, such as:

- Verifiable unique and compelling needs
- Current funding or other resources available in the community
- History of the agency in fulfilling other juvenile justice contracts
- Sustainable funding potential
- Unit cost of service
- Adherence to the OJJDP Gang Model
- Cooperation/coordination with youth serving agencies, DSHS, law enforcement, juvenile court, and schools
- Consideration of minority cultural issues (e.g., “cultural competency” of staff who will provide services)

Note: If your agency/organization is selected to receive a funding award, your agency must certify that grant funds will not be used to supplant, state, local, or other federal funds. (A certification form will be provided to selected recipients.)

Private agencies that are selected for funding will also be required to submit a copy of an independent audit of their financial records that has been completed within the past two (2) years.

Applicants whose proposed project requires that staff or volunteers have unsupervised contact with youth will be required to conduct Washington State Patrol background checks.

Appeals

There are only two bases for an appeal of a WA-PCJJ proposal selection decision. They are:

1. *The WA-PCJJ failed to follow the procedures established in this RFP document, or to follow applicable State or federal laws or regulations; or*
2. *Bias, discrimination, or conflict of interest on the part of the WA-PCJJ.*

Information on the appeal process will be provided upon request. Due to the limited time frame from award to contracted start date, if an appeal is found to have merit, the applicant will be awarded funding when the next funding opportunity occurs.

CHECKLIST

Please ensure that your proposal includes all of the following:

- State Gang Grant Application used**
- Attachment A – Proposal Face Sheet**
- Attachment C – Collaborating Agencies in Coalition**
- Attachment D– Race and Ethnicity Impact Statement**
- Attachment E – Logic Model (may be completed in Excel or Word format and attached as “Attachment E”)**
- Signed letters of Agreement from all Collaborating Agencies**
- Description of the Project is included per the Required Format (see Attachment B).**

Failure to complete and submit all of the above documents will result in rejection of your proposal.

Attachment A
2013 Washington State
Criminal Street Gang Prevention & Intervention Grant Program

Proposal Face Sheet

Principal Agency/Organization:			
Project Title:			
Collaborating Agency(s) <i>(please list)</i>			
Project Director:			
Address:			
City:			
E-mail:		County:	Zip: -
Telephone: () - x		Telephone: () - x	
LEGISLATIVE DISTRICT (S):			
CONGRESSIONAL DISTRICT(S):			

Briefly describe your proposal:

Person authorized to sign for applicant agency:

Signature:	Date:
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Print Name:	Title:
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Attachment B

Criminal Street Gang Prevention & Intervention

Program Specific Information

Purpose

The purpose of this Request for Proposals is to assist communities in addressing criminal street gangs by implementing or furthering efforts to implement the research based OJJDP Comprehensive Gang Model.

A national assessment of gang problems and programs provided the foundation for the research-based model. Its key components reflect the best features of existing and evaluated programs across the country. The model outlines five strategies: community mobilization, social intervention, opportunities for educational and vocational advancements, suppression, and organizational change. As most gang members join between the ages of 12 and 15, prevention is a critical strategy within a comprehensive response to gangs that includes intervention, suppression and reentry. OJJDP's Comprehensive Gang Model is the product of a national gang research and development program that OJJDP initiated in the mid-1980s.

OJJDP collaborates with the Bureau of Justice Assistance (BJA) to ensure that OJJDP has an array of information and resources available on gangs. OJJDP's strategy is to reduce gang activity in targeted neighborhoods by incorporating a broad spectrum of research-based interventions to address the range of personal, family, and community factors that contribute to juvenile delinquency and gang activity. This approach attempts to integrate Federal, state, and local resources to incorporate state-of-the-art practices in prevention, intervention, and suppression.

Technical Assistance to implement the OJJDP Comprehensive Gang Model is available at no cost from the National Gang Center. (www.nationalgangcenter.gov/Comprehensive-Gang-Model/Training-and-Technical-Assistance) Training and technical assistance are conducted via phone, e-mail consultation, and on-site consultation visits by NGC staff, peer trainers, and subject-matter experts. The Center offers training and technical assistance to communities interested in implementing the OJJDP Comprehensive Gang Model, as well as training and technical assistance on prevention and intervention programs and strategies. Technical assistance is available to assist developing the infrastructure necessary to implement the model.

Applicant Requirements *(outlined in Grant Application Form)*

1. Applicants must demonstrate that a significant criminal street gang problem exists in the jurisdiction or jurisdictions. Factors that may be considered in determining whether a significant criminal street gang problem exists include, but are not limited to:
 - Crime statistics that are coded as gang-related gang involved.
 - Gang-related incidents- including graffiti and gang-related criminal activity
 - Offenders that are under supervision of the department of corrections or DSHS and are known active gang members residing in the identified jurisdiction.
 - School or community surveys indicate a substantial level of gang activity in schools or the community
 - Previous or ongoing gang intervention activities in the jurisdiction
 - Local gang assessment conducted

2. Applicants must demonstrate that addressing the impact of criminal street gangs is a high priority in the jurisdiction seeking the grant.
3. Applicants must address the General Needs Statement, Current Status, Time Line, and Logic Model. *(This includes an explanation of the current status in the OJJDP Comprehensive Gang Model, and how much time of the first 9 months will need to be spent on infrastructure development.)*
4. Intervention and Prevention strategies are recommended to be Evidence Based Programs from the OJJDP Model program list: <http://www.ojjdp.gov/mpg/programTypesDescriptions.aspx>
5. Proposals must be submitted on the State Criminal Street Gang Prevention & Intervention Grant Applications form with the follow required attachments:
 - Attachment A - Proposal Face Sheet
 - Attachment C - List of all collaborating agencies with names and titles of persons involved
 - Attachment D – Race & Ethnicity Impact Statement
 - Logic Model – **required in application form, but completed separately and attached.**
 - List of any MOU’s that will be submitted if selected for funding. **(If selected for funding, all MOUs must be submitted to the Office of Juvenile Justice prior to the contracting.)**
6. Proposals must include in the budget narrative a clear understanding of the requirement to expend no more than \$100,000 by June 30, 2014 and no more than \$100,000 between July 1, 2014 and June 30, 2015. Additionally, **a detailed breakdown of how this will be accomplished should be provided in the budget narrative and the Logic Model.**

Attachment D

Race and Ethnicity Impact Statement

The WA-PCJJ believes that the Juvenile Justice system must be free of any bias based on race or ethnicity; the well being of minority communities and of our whole society requires affirmative steps to reduce disproportionate minority contact within the juvenile justice system.

All requests for WA-PCJJ funding must include this Race and Ethnicity Impact Statement.

Funding decisions will not be based on the reduction of disproportionality, but all applicants must be aware of the issue and the potential for increasing or decreasing disproportionality through their efforts.

Identify any known disproportionality in the juvenile justice system that affects the youth in your community:

Do you anticipate that the proposed project will reduce any identified disproportionality?

YES **NO**

If Yes, please explain the anticipated reduction:

Could the proposed project have an adverse affect on disproportionality?

YES **NO**

If Yes, please explain:

Attachment E

(complete and include in proposal

May be completed in Excel or Word and attached as "Attachment E")

2013 Logic Model

Process

Outcome



Resources	Activities	Outputs	Outcomes	Goal(s)
Program inputs. Elements or ingredients that constitute the program.	Methods for providing the program. Specific processes or events undertaken.	Units of service or product units. How many, how often, over what duration?	Short intermediate or longer-term changes anticipated in participants' lives and/or in organization or community conditions.	Ultimate impacts(s) expected to occur, usually beyond what one program alone can achieve.

Attachment F

Additional Links

[OJJDP Comprehensive Gang Model](#)

[OJJDP Comprehensive Gang Model Assessment Guide](#)

[OJJDP Comprehensive Gang Model- Planning for Implementation](#)

[OJJDP Gang Model Training and Technical Assistance](#)

[National Gang Center](#)

[OJJDP Model Programs Guide](#)

[WA-PCJJ Annual Juvenile Justice Report 2010](#)

Attachment G

ADDITIONAL BUDGET INFORMATION

Personnel

Only the costs of personnel directly involved in project activities should be included in the Personnel budget.

The cost of staff who provide some supportive services, but whose positions would be filled whether the project was funded or not, may not be charged as a personnel cost. The types of positions often falling into this category include agency supervisors and administrators, general support staff such as receptionists, maintenance personnel, etc. These costs may be covered as an "Indirect Cost".

Non-Supplanting Notes:

*The non-supplanting rule states that an agency cannot maintain its level of service at lower cost by transferring personnel to grant-funded positions. Activities undertaken with grant funds must be in addition to, not instead of, **current** services.*

Further, a portion of the cost of a position, which is currently funded from other sources, cannot be transferred to the grant budget unless a new position (for an equal amount of time) is created and filled. For example, a secretary is currently employed full-time by the applicant agency, but would devote half of his/her time to grant-funded project activities. One-half of his/her time may not be charged to the project budget - unless a new half-time secretarial position is created and filled.

If you have questions about non-supplanting, do not hesitate to call the Office of Juvenile Justice at (360) 902.7526.

Supplies

The key word in determining whether an item belongs in the Supplies category is "consumable." If it can be used up, then it is a supply item.

The exception to the "consumable" guideline is training material such as books, films and videotapes. These are considered consumable because they are not fixed assets and can become worn out or outdated.

Other Services and Charges

This category is for services other than Personnel, which are required in the administration of the project. Such services may include communication, advertising, and rentals. Expenses for staff training, such as workshop fees, may be included.

Capital Outlay/Equipment

Tangible property (e.g., desks, locking file cabinets) with a useful life of more than one year and an initial cost of more than \$500 is included in this budget category.

Please note that the state retains an ownership interest in any item with an initial unit cost of \$1,000 or more. The state must agree to any proposed disposition of the property.

All property purchased under this category must be inventoried and reported at the end of the grant period.

Travel

All travel costs are included in this category, including personal car mileage, airfares, per diem, etc.

Contractual

Any contract the project awards will be entered in this budget category.

The important distinction to remember is that when an agency contracts with an individual (no matter what service is to be delivered) the cost is reported in Contractual, not in Personnel. **Projects do not need to budget for an evaluator in their proposals. Any need for technical assistance, consultation and/or quality assurance may be requested of the Office of Juvenile Justice or the National Gang Center at no cost and therefore need not be included in the budget.**

Indirect

Costs of agency operation, including administration and supervision not directly included in project operation, are included as indirect costs. **Indirect costs must not exceed 4% of the total project cost.**

Remember to calculate Indirect costs on the basis of total direct costs, not as a percentage of total project cost.

If you need assistance defining allowable Indirect costs, please call the Office of Juvenile Justice at (360) 902-7526.

Match

The match required of State Criminal Street Gang Prevention & Intervention is 25 **percent** of the grant request amount. The match may be cash match and/or in-kind match. The source(s) of the cash match must be non-federal funds. The minimum match amount for a total request of **\$200,000** in grant funding is **\$50,000**.

In-kind match is determined by the value of goods and services received and used in the program that do not have a monetary cost to the applicant. In-kind match may be provided by the applicant or donated by a third party, such as a volunteer or a public or private agency. For example: the value of the time donated by a recreational counselor who is not an employee of the applicant could be counted as in-kind match. Likewise, the value of office space or equipment donated by a private corporation could be counted as in-kind match.

Note that the value of the time of an employee of the applicant, who is not being compensated by grant funds, but is providing service to the project funded by the grant, would be counted as cash match.

Attachment H

Overview of the OJJDP Comprehensive Gang Model

September 2010

National Gang Center®
Post Office Box 12729
Tallahassee, FL 32317
Phone (850) 385-0600 • Fax (850) 386-5356

Overview of the OJJDP Comprehensive Gang Model

This publication is an overview of essential elements of the Comprehensive Gang Model (Model) developed by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Justice.

During the 1980s, the gang problem in the United States became widespread, and communities around the country were struggling with an increase in associated youth violence.

In 1987, OJJDP launched the Juvenile Gang Suppression and Intervention Research and Development Program, led by Dr. Irving Spergel of the University of Chicago. Spergel conducted a comprehensive national assessment of agency and community group responses to gang problems in 101 cities across the United States (Spergel, 1990, 1991; Spergel and Curry, 1993). He identified those strategies that appeared (based on data reported by individual communities) to hold the most promise in responding to community gang problems. These responses fell into five main strategies: community mobilization, opportunities provision, social intervention, suppression, and organizational change and development. As a result of this research, Spergel and others (Spergel, 1995; Spergel et al., 1992; Spergel and Curry, 1993) created the Comprehensive Community-Wide Gang Program Model. At the core of this model were the five core strategies identified during the research as having the most effect on gangs.

In 1993, Spergel worked with local agencies to implement this model in the Little Village neighborhood in Chicago. As a result of his efforts, OJJDP adopted this model and renamed it the Comprehensive Gang Model (Spergel, Chance, et al., 1994, p. iii), referred to throughout this document as the Model. An evaluation of the Little Village project identified a reduction in serious/violent crimes, decreased criminal and gang involvement by project clients, and increased success in educational and job opportunities. (Spergel, 2007)

In 1995, OJJDP tested the Model in five selected sites.¹ In the process of establishing these sites, it became clear that to successfully implement the Model, the lead agency and its partner agencies must fully understand the Model, the implementation process, and perhaps most important, the nature and scope of the community's gang problems. In the communities that most fully implemented all five strategies of the Model, violent and other gang crimes by clients were reduced, in some cases very significantly, and overall crime in the target areas where the model was implemented was also reduced. (Spergel, Wa, and Sosa, 2005a/2005b)

In 1998, based on rural responses to the National Gang Survey, OJJDP developed the *Rural Gang Initiative* (RGI)² in four rural communities, with an increased focus on conducting a comprehensive gang problem assessment in advance of implementing the Model.

In 2000, OJJDP began the *Gang Free Schools and Communities Initiative*³, with an expanded school component to the Model, and in 2003, OJJDP launched the *Gang Reduction Program*⁴, designed to expand the Model to also encompass prevention and reentry strategies.

¹ Bloomington, Illinois; Mesa and Tucson, Arizona; Riverside, California; and San Antonio, Texas

² Mount Vernon, Illinois; Elk City, Oklahoma; Glenn County, California; and Longview, Washington

The Model incorporates the five core strategies identified by Spergel:

- **Community Mobilization:** *Local citizens, including former gang youth, community groups, and agencies, are involved, and coordination of programs and staff occurs within and across agencies.*
- **Opportunities Provision:** *Gang members are provided with sustained access to appropriate employment, vocational, and educational opportunities.*
- **Social Intervention:** *Youth-serving agencies, schools, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reach out and act as links between gang-involved youth, their families, and needed services.*
- **Suppression:** *Formal and informal social control procedures are utilized, including close supervision or monitoring of gang members by agencies of the criminal justice system and also by community-based agencies, schools, and grassroots groups.*
- **Organizational Change and Development:** *Agencies change or adapt policies and procedures to increase information sharing, data collection abilities, access to services, and opportunities for gang members.*

The OJJDP Comprehensive Gang Model creates a flexible framework for a multidisciplinary response to gangs on multiple levels: prevention, intervention, and suppression; and has been shown to reduce gang-related crime in communities where it has been implemented.

The Model should be implemented in consecutive, logical steps:

- **Step 1: Convene a Steering Committee, composed of policymakers and community leaders, to develop and implement a comprehensive response to gangs.**
- **Step 2: Conduct an assessment to determine the level and extent of the gang problem, as well as contributing factors within the community.**
- **Step 3: Implement a mix of the five strategies.**
- **Step 4: Convene a multidisciplinary intervention team to deliver targeted intervention services to appropriate gang-involved clients.**
- **Step 5: Ongoing data collection informs implementation and provides a basis for evaluating outcomes.**

Each of these steps will be discussed in this bulletin.

Step 1: Convene a Steering Committee, composed of policymakers and community leaders, to develop and implement a comprehensive response to gangs.

To have long-term impact on the gang problem, community leaders and these agencies must cooperate on solutions and engage the community itself. Based on lessons learned with sites around the United States over the past 20 years, convening a Steering Committee composed of policymakers from specific agencies, as well as community leaders, is a crucial ingredient in successfully implementing the Model.

³ East Cleveland, Ohio; Houston, Texas; Miami, Florida; Pittsburgh, Pennsylvania; Fort Lauderdale, Florida; Lakewood, Washington; Los Angeles, California; Louisville, Kentucky; San Francisco, California; and Washington, DC

⁴ Milwaukee, Wisconsin; Richmond, Virginia; North Miami Beach, Florida; and Los Angeles, California

To be effective, a Steering Committee should:

- Include high-level representation from the following groups: law enforcement, corrections, probation/parole (juvenile and adult), schools, social services agencies, local units of government, faith-based organizations, religious institutions, and employment programs, as well as community residents.
- Oversee the assessment process and plan for implementation of the Model.
- Continue to guide and oversee the community's overall gang efforts.

A more lengthy description of the process of convening a Steering Committee can be found at:

<http://www.nationalgangcenter.gov/Content/Documents/Assessment-Guide/Assessment-Guide-Chapter-2.pdf/>.

Step 2: Conduct an assessment to determine the level and extent of the gang problem, as well as contributing factors within the community.

An initial assessment and an emphasis on ongoing data collection and analysis separate the Model from many other gang strategies. Communities need the following information:

- The level and extent of the gang problem, as measured by the percentage of serious/violent crimes committed by gang members. Crimes identified as gang-involved should be analyzed to determine the overall demographic data for victims and suspects involved in these crimes. The demographic profile of suspects in gang-related crimes drives the targeting of intervention and suppression activities, including the creation of screening criteria for the Intervention Team.
- Relevant demographic factors that will affect the implementation of the five strategies. These might include educational attainment rates, income, family composition, employment statistics, race/ethnicity, and language issues, as well as historical gang issues and community responses to gangs.
- Gang and student issues specific to local schools, which can have major impacts on gang-joining and school performance by local youth.
- Current availability of resources and programs to address the needs of gang members and their families. This information should be analyzed to identify gaps in essential services and programming.
- Community perceptions about the gang problem, and what should be done. The community needs to have input and ownership of solutions that are developed to deal with gangs.

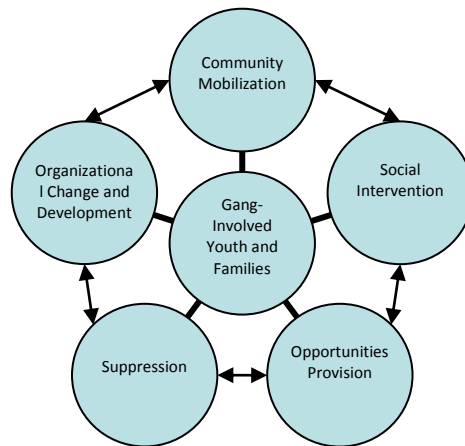
A step-by-step guide to conducting a comprehensive gang assessment can be found at:

<http://www.nationalgangcenter.gov/Content/Documents/Assessment-Guide/Assessment-Guide.pdf>.

Step 3: Implement a mix of the five strategies.

The assessment data should drive the community's response to gangs and determine who will be served, what services and suppression responses will be used, and how these strategies will be implemented. The Steering Committee should create a written plan to implement the Model, and this plan should be specific, data-driven, targeted, and measurable. Communities should select appropriate activities for each of the five strategies, and these strategies should be planned to address local community conditions and targeted gang members.

Although early demonstrations of the Model principally focused on intervention and suppression, many communities have included prevention as a component of the Model. The inclusion of prevention activities was based on the premise that focused gang prevention efforts must work in conjunction with the other strategies. In fact, it is the combination of the five strategies that ensures both short- and long-term reduction in gang crime and violence, and that the most cost-effective approach—prevention—can have an effect on those most at risk of gang involvement (Wyrick, 2006).



Community Mobilization: *Local citizens, including former gang youth, community groups, and agencies, are involved, and coordination of programs and staff occurs within and across agencies.*

The Steering Committee plays a pivotal role in community mobilization, allowing for the coordination and involvement of agencies and community groups with a stake in combating the gang problem.

Communities are implementing the community mobilization strategy when:

- The Steering Committee involves representatives of organizations and other community leaders within the local target area.
- The Steering Committee guides implementation of the Model, responding to barriers to implementation, developing sound policy, lending support to the project where and when appropriate, and taking general ownership of the communitywide response.
- The Steering Committee creates and maintains interagency and community relationships that facilitate project development.
- Steering Committee members and project staff work with residents in the target area and community leaders to elicit their ideas and afford them a voice in identifying services and activities in the community.

- The committee helps facilitate the development of community groups (e.g., block watches, neighbors/mothers against gangs, or other community alliances and coalitions).
- The Model is supported and sustained across all levels (policymakers/agency heads, middle-level managers, and line staff).
- Community residents in the target area(s) are offered programs and training to educate parents, business owners, and neighborhood groups about gangs.

Opportunities Provision: *Gang members are provided with sustained access to appropriate employment, vocational, and educational opportunities.*

The goal of the opportunities provision strategy is to provide gang members with access to economic and educational opportunities.

Communities are implementing the opportunities provision strategy when:

- Gang members have access (sometimes expedited) to appropriate economic opportunities in the local and wider community.
- Job-related education opportunities such as special educational and vocational skills and readiness training are structured, to the extent made possible by safety considerations, within regular schools, training programs, and mainstream job opportunities.
- Job-related education opportunities are also structured to meet special needs of gang members returning to the community after being incarcerated or in short-term custody.
- Education, training, and job opportunity strategies are integrated with those of social service, particularly youth outreach work, along with close supervision and social control, as necessary.
- Grassroots, faith-based, and community youth agencies are involved by sponsoring training, tutoring, remedial education, vocational, and job development/placement programs for gang youth.

Social Intervention: *Youth-serving agencies, schools, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reach out and act as links among gang-involved youth, their families, and needed services.*

Social intervention ensures that services such as substance abuse programming, mental health counseling, and other services required by gang members, their families, and influential gang associates are available, accessible, and, preferably, located within the target community.

Communities are implementing the social intervention strategy when:

- Social intervention activities are directed to individual gang members and not to the gang as a unit.
- Access to social intervention services is provided to associates of the targeted gang members because these peers may contribute to gang involvement and delinquency.
- Services are available, accessible, and, preferably, located within the target community.
- Service providers are provided with training and support to ensure that their facilities are safe while providing needed services to gang members.
- Agency personnel plan for wrap-around reentry services for incarcerated clients.
- Targeted youth (and their families) are provided with a variety of services that will meet their social, educational, vocational, and sometimes health, housing, and income needs.

- Street outreach focuses on core gang members in the local community setting.
- Street outreach workers build ongoing and prosocial relationships with gang members and families while linking them to appropriate services.
- The safety of gang-involved clients, their families, Intervention Team members, and the wider community remains a primary consideration.
- Programs with youth appeal, such as recreation and arts, are used as a means to build relationships with clients and provide access to essential resources or services, not as a primary focus.
- Primary and secondary prevention and education programs are offered within the target area(s).

Suppression: *Formal and informal social control procedures are utilized, including close supervision or monitoring of gang members by agencies of the criminal justice system and also by community-based agencies, schools, and grassroots groups.*

Suppression, in the OJJDP Comprehensive Gang Model, goes beyond traditional law enforcement techniques to include other agencies in holding gang members accountable to community standards and criminal justice sanctions.

Communities are implementing the suppression strategy when:

- Gang suppression activities expand the traditional roles of policing to include informal contacts with target youth, their families, and other members of the community.
- Law enforcement administrators and officers have a role not only in suppression but also in intervention, community mobilization, and gang prevention activities in the target area(s).
- Gang crime data collection and analysis (i.e., crime analysis) methods are used on an ongoing basis to track gang-related crimes, measure project effectiveness, and determine law enforcement strategies.
- Definitions of gang-related incidents, gangs, and gang members are used consistently by all partners.
- Gang intelligence is routinely collected, analyzed, and shared with other law enforcement and criminal justice entities.
- Police contacts with target gang members are tracked, discussed with other members of the Intervention Team, and generally consistent with the community policing policy.
- Parolees and probationers are closely supervised; court conditions target gang behaviors and are shared, supported, and enforced by other members of the Intervention Team.
- Aggregate level gang crime data is analyzed and regularly shared with the Steering Committee.
- Professional respect and appropriate collaboration occurs among police, street outreach workers, and other Intervention Team members.
- Other law enforcement divisions that have contact with targeted gang members are briefed on the Model, and communication structures are established between these entities and the Intervention Team.
- Targeted enforcement operations are consistent with current gang data and Model program goals and are coordinated to avoid negative impacts on intervention activities.

Organizational Change and Development: *Policies and procedures that will result in more effective use of resources, within and across agencies, are developed and implemented.*

Organizational change and development affects all levels of the agencies participating in implementing the Model, from shifting policies and practices to better accommodate the needs of gang members and their families, to improving information sharing between agencies as a result of the work of the Intervention Team and Steering Committee.

Communities are implementing the organizational change and development strategy when:

- The policies and practices of organizations accommodate the goals and objectives of the Model.
- Agencies on the Steering Committee ensure that their personnel are cooperating with one another and supporting the work of the Intervention Team.
- Information sharing about targeted gang members expands beyond normal professional boundaries (e.g., police may become involved in social intervention, and outreach workers may assist with crime suppression by discouraging criminal acts by their clients).
- Case management and associated data systems are established to quantify and track contacts and services by all members of the Intervention Team and measure outcomes and intervention dosage at individual and program area levels.
- Intervention Team members are trained on data sharing, joint planning, and intervention activities.
- Intervention Team and Steering Committee members are trained on the entire implementation plan.
- Special training, close supervision, and administrative arrangements are established for street outreach workers and law enforcement to carry out their collaborative roles in a mutually trustworthy fashion.
- Organizational policies and practices are inclusive and community-oriented, showing awareness of the interests, needs, and cultural backgrounds of local residents and target gang members.

The five strategies are all equally important and should be implemented concurrently. Full implementation of Model strategies requires agencies and individuals to go beyond their traditional roles.

Step 4: A multidisciplinary intervention team is convened to deliver targeted intervention services to appropriate gang-involved clients.

The Intervention Team is composed of a multidisciplinary group of professionals from the fields of law enforcement, probation, outreach, education, and social services, who work together to case manage the intervention targets of the Model and to identify additional prevention, intervention, and suppression activities needed in the target community. Participation on the Intervention Team can increase the effectiveness of each agency's efforts, reduce duplication of services, increase access to needed services, and ensure that gang members are held accountable for their actions.



Research suggests that a relatively small number of gang members are responsible for the majority of gang-related crime and violence in the community. This core group of gang members becomes the focus of the team's efforts. Because gang members often receive services simultaneously from multiple agencies, the team facilitates information-sharing and collaboration among these agencies and helps ensure that all the agencies working with these clients have a common goal and shared strategies for each client.

The team works to create an individualized case management plan for each client and coordinate appropriate service delivery and contacts by team members.

A more detailed description of the Intervention Team can be found at:

<http://www.nationalgangcenter.gov/Content/Documents/Implementation-Manual/Implementation-Manual-Chapter-7.pdf>.

An overview of the team-based case management process is located at:

<http://www.nationalgangcenter.gov/Content/Documents/Implementation-Manual/Implementation-Manual-Chapter-8.pdf>.

A specific chapter is also dedicated to the role of street outreach on the team at:

<http://www.nationalgangcenter.gov/Content/Documents/Implementation-Manual/Implementation-Manual-Chapter-9.pdf>.

Step 5: Data collection is ongoing, informs implementation, and provides a basis for evaluating outcomes.

The Model relies on a constant flow of data between programmatic personnel, including the Intervention Team members, and policymakers on the Steering Committee. Data should include much of what was collected during the assessment and continue throughout the life of the program. This includes measuring changes in community demographics, gang crime trends, gang membership, school performance issues, availability of community resources, and community perceptions about the gang problem and response.

Programs should also begin planning for long-term sustainability during the initial stages of implementation. This data collection piece of the Model has been found to be a crucial ingredient in sustainability through the use of standardized protocols and institutionalized data collection to show program outcomes. Access to these data was invaluable for leveraging funds and resources.

More information on sustainability and data collection efforts can be found at:

<http://www.nationalgangcenter.gov/Content/Documents/Implementation-Manual/Implementation-Manual-Chapter-10.pdf>.

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OFFICE OF JUVENILE JUSTICE (OJJ)
**State Gang Prevention and
 Intervention Application**

Please read all instructions carefully.

For assistance, contact the Department of Social and Health Services
 (DSHS) Office of Juvenile Justice at (360) 902-7526 or FAX (360) 902-7527

CONTRACT NUMBER	FOR OJJ USE ONLY
	DATE STAMP
PROGRAM AREA	

1. APPLICANT: DO NOT USE PERSON'S NAME

AGENCY NAME	TELEPHONE NUMBER	FAX NUMBER
STREET ADDRESS	CITY	STATE ZIP CODE
MAILING ADDRESS	CITY	STATE ZIP CODE

2. IMPLEMENTING AGENCY: ENTER AGENCY, DEPARTMENT OR CONTRACTOR DIRECTLY IMPLEMENTING THE PROJECT (DO NOT USE PERSON'S NAME)

NAME	TELEPHONE NUMBER
STREET ADDRESS	FEDERAL EMPLOYER IDENTIFICATION NUMBER OR SOCIAL SECURITY NUMBER (MANDATORY FOR FEDERAL TAX PURPOSES)
CITY	STATE ZIP CODE

3. PROJECT TITLE: ENTER BRIEF, DESCRIPTIVE PROJECT TITLE (LIMITED TO THREE LINES)

4. APPLICANT'S AGREEMENT

The applicant is applying for a grant award in the amount shown in the proposed BUDGET SUMMARY (Section 8 of this application) for the purposes identified in this application. By signing and submitting this application, the applicant agrees that this document, together with the GENERAL TERMS AND CONDITIONS AND CERTIFICATIONS (Attachment A of this application), becomes an offer to contract with Washington State Department of Social and Health Services (DSHS or the Department) which, if accepted, binds the applicant to the following:

The applicant agrees that this offer becomes a binding contract when a copy of this page is signed by the OJJ Director and returned to the applicant together with an Approved Budget and Special Conditions form provided, however:

- a. In the event any budget category amount differs from the amount shown in Section 8 of this application, as modified by the Approved budget and Special Conditions, that amount shall be considered to be a counteroffer. The Department shall consider the counteroffer accepted by the applicant unless rejected in writing within 30 days after the date of mailing of such counteroffer by the Office of Juvenile Justice (hereinafter referred to as OJJ) to the applicant
- b. Upon acceptance of this offer/counteroffer, the applicant shall be referred to as the "Contractor" and the Contractor agrees to accept and abide by the special terms and conditions.

NAME AND TITLE OF AUTHORIZED OFFICER (PERSON WITH LEGAL AUTHORITY: COUNTY COMMISSIONERS' CHAIRMAN OF THE BOARD, MAYOR, CITY/TOWN MANAGER, AGENCY DIRECTOR)

APPLICANT'S SIGNATURE	DATE
ACCEPTANCE OF OFFER COUNTEROFFER FOR DSHS <input type="checkbox"/> Acceptance <input type="checkbox"/> Non-acceptance	OJJ CONTRACTING OFFICER'S SIGNATURE
	DATE

5. PROJECT DIRECTOR: PERSON IN DIRECT CHARGE OF PROJECT (DAY-TO-DAY OPERATIONS AND PREPARATION OF REQUIRED PROGRESS REPORTS)

NAME	TELEPHONE NUMBER
STREET ADDRESS	FAX NUMBER
CITY	STATE ZIP CODE E-MAIL ADDRESS

6. FINANCIAL OFFICER: PERSON IN CHARGE OF FISCAL MATTERS (ACCOUNTING, FUNDS MANAGEMENT, EXPENDITURE, VERIFICATIONS, FINANCIAL REPORTS)

NAME	TELEPHONE NUMBER
STREET ADDRESS	FAX NUMBER
CITY	STATE ZIP CODE E-MAIL ADDRESS

Omission of any required information or certification may be cause for denial of the application. The Department shall take a final approval/disapproval action on all applications within 90 days of receipt by the Department of a conforming application, together with all required certifications. The Department shall not consider an application conforming unless the applicant has completed all items in accordance with instructions and has submitted the necessary certifications. The applicant must submit two signed completed applications to: OFFICE OF JUVENILE JUSTICE, DEPARTMENT OF SOCIAL AND HEALTH SERVICES, PO BOX 45828, OLYMPIA WA 98504-5828.

STATE GANG PREVENTION AND INTERVENTION APPLICATION

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PROJECT TITLE

7. PROJECT PERIOD

A project period is one year and may not exceed one year except by prior agreement with the Department.
 Proposed project periods is from _____ to _____

8. BUDGET SUMMARY

The proposed project budget is shown below. If the proposal is accepted for contracting, the budget on the Approved Budget and Special Conditions form supersedes the proposed budget shown below.

BUDGET CATEGORIES	A. Personnel		
Enter the category totals from Section 10. BUDGET DETAILS. The sum of categories A - F is entered as TOTAL DIRECT CHARGES. If indirect costs are claimed, enter the amount in G. These may not exceed four (4) percent of the TOTAL DIRECT CHARGES. Add TOTAL DIRECT CHARGES and INDIRECT CHARGES, and enter the sum on TOTAL PROJECT COSTS line.	B. Supplies		
	C. Other services and charges		
	D. Capital outlay/equipment		
	E. Travel		
	F. Contractual services		
	TOTAL DIRECT CHARGES		
	G. Indirect charges		
	TOTAL PROJECT COST		
	SOURCE OF FUNDS	1. Federal	
1. May not exceed amount approved by the Washington State Partnership Council on Juvenile Justice.	2. Match		%
			%
2. Must be funds specifically appropriated for project in applicant's budget Project income must be applied to project operational costs or deducted from the grant award. It is important that all anticipated project income be included in the budget.			%
			%
			%
	TOTAL PROJECT FUNDS		%

9. PROJECT SUMMARY: GIVE A BRIEF NARRATIVE SUMMARY OF THE PROJECT.

STATE GANG PREVENTION AND INTERVENTION APPLICATION

AGENCY NAME	DATE		
PROJECT TITLE			
10. BUDGET DETAILS: CATEGORY A. PERSONNEL			
<p>This category is for services rendered by all personnel employed by the project. Costs incurred include salaries, benefits, uniforms, and special clothing.</p> <p>SALARIES AND WAGES: Payment for personal services rendered in accordance with rates, hours, terms and conditions as authorized by law or stated in employment contracts.</p> <p>OVERTIME, HAZARDOUS DUTY, ETC.</p> <p>PERSONAL BENEFITS: FICA, retirements, insurance, etc.</p> <p>UNIFORMS AND CLOTHING: Only uniforms for special clothing required by the nature of the employment and paid for by the employer may be listed.</p> <p>NOTE: Project funds may not be used to pay a percentage of the compensation of any person who was employed by the implementing agency before the project starting date without prior specific authorization from the Department separate from the grant approval. Specific authorization is not required if a person currently employed by the applicant or the implementing agency is transferred from his/her prior position to the project if the transfer creates a personnel vacancy to be filled by hiring a new employee.</p>			
LIST POSITION TITLES	ANNUAL SALARY	PERCENT OF TIME TO PROJECT	ITEM TOTAL
		%	
		%	
		%	
		%	
		%	
		%	
		%	
		%	
		%	
		%	
		%	
		%	
CATEGORY TOTAL		%	
<p>JUSTIFICATION AND EXPLANATION: Justify all positions in terms of days and/or hours required to perform the GOALS, OBJECTIVES, AND TASKS set forth. Calculate fringe benefits for each position or class of positions.</p>			

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10. BUDGET DETAILS: CATEGORY B. SUPPLIES

This category is for articles and commodities which are consumed or materially altered when used. The following are types of supplies.

OFFICE SUPPLIES: For example, office stationery, forms, small items of equipment, and maps, films, books, periodicals, and tapes.

OPERATING SUPPLIES: For example, chemicals, drugs, medicines, laboratory supplies, cleaning and sanitation supplies, fuel, household and institutional supplies, and clothing.

REPAIR AND MAINTENANCE SUPPLIES: For example, building materials and supplies, paints and painting supplies, plumbing supplies, electrical supplies, motor vehicle repair materials and supplies, other repair and maintenance supplies, and small tools.

ITEMIZED LISTING (DESCRIPTION OF THE ITEM)	UNIT	UNIT COST	ITEM TOTAL
CATEGORY TOTAL			

10. BUDGET DETAILS: CATEGORY C. OTHER SERVICES AND CHARGES

This category is for services other than PERSONNEL which are required in the administration of the project. Such services may be provided by some agency of the government unit or by private business organizations. The following are types of services and charges classified under this category.

COMMUNICATION: For example, telephone, telegraph, and postage.

TRANSPORTATION: For example, freight and express charges, and messenger service.

ADVERTISING

PUBLIC UTILITY SERVICE

PRINTING AND BINDING

REPAIRS AND MAINTENANCE

INSURANCE

RENTALS: For example, buildings, and equipment and machinery.

MISCELLANEOUS: For example, tuition and other training fees, dues, subscriptions and memberships, and taxes.

ITEMIZED LISTING (WORD OR WORDS DESCRIBING THE COST ITEM, I.E., POSTAGE)	UNIT	UNIT COST	ITEM TOTAL
CATEGORY TOTAL			

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10. BUDGET DETAILS: CATEGORY D. CAPITAL OUTLAY/EQUIPMENT

This category is for nonexpendable outlays which result in the acquisition of, rights to, or additions to fixed assets, other than structures. The following are some of the types of charges under this category. NOTE: Exclude small tools.

MACHINERY AND EQUIPMENT: For example, communications equipment (typewriter, microcomputer), janitorial; laboratory, office furniture and equipment, heavy duty work equipment, and other machinery and equipment.

ITEMIZED LISTING (DESCRIBE THE COST ITEM)	UNIT	UNIT COST	ITEM TOTAL
CATEGORY TOTAL			

10. BUDGET DETAILS: CATEGORY E. TRAVEL

Travel costs are for domestic travel. Contractors may follow their own established rate for staff travel as long as the rate does not exceed the allowable state rate.

Airfare should be the lowest coach fare.

ITEMIZED LISTING	UNIT	UNIT COST	ITEM TOTAL
CATEGORY TOTAL			

STATE GANG PREVENTION AND INTERVENTION APPLICATION

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10. BUDGET DETAILS: CATEGORY F. CONTRACTUAL SERVICES

The following types of personal services may be contracted:

- EVALUATION/RESEARCH
- LEGAL
- ACCOUNTING
- MEDICAL AND HEALTH SERVICES
- AUDITING
- SOCIAL SERVICES

ITEMIZED LISTING	UNIT	UNIT COST	ITEM TOTAL
CATEGORY TOTAL			

10. BUDGET DETAILS: CATEGORY G. INDIRECT CHARGES

Indirect costs may not exceed four (4) percent of the total direct charges. Indirect costs include costs of operating the agency which are not directly attributed to this project (e.g., maintaining physical plant, depreciation, receptionist, agency administration salaries, etc.)

ITEMIZED LISTING (DESCRIBE THE COST ITEM)	UNIT	UNIT COST	ITEM TOTAL
CATEGORY TOTAL			

STATE GANG PREVENTION AND INTERVENTION APPLICATION

AGENCY NAME	DATE
PROJECT TITLE	

11. DESCRIPTION OF THE PROJECT (START ON PAGE 8)

Submit a description of the project using the outline format shown below. Address all topics listed. Attach as many pages as required to properly address the topics.

I. GENERAL NEEDS STATEMENT

- A.** Applicants must demonstrate that a significant criminal street gang problem exists in the jurisdiction or jurisdictions. Factors that may be considered in determining whether a significant criminal street gang problem exists include, but are not limited to:
- Crime statistics that are coded as gang-related or gang involved.
 - Gang-related incidents- including graffiti and gang-related criminal activity
 - Offenders that are under supervision of the department of corrections or DSHS and are known active gang members residing in the identified jurisdiction.
 - School or community surveys indicate a substantial level of gang activity in schools or the community
 - Previous or ongoing gang intervention activities in the jurisdiction
 - Local gang assessment conducted
- B.** Applicants must demonstrate that addressing the impact of criminal street gangs is a high priority in the jurisdiction seeking the grant.
- C.** Budget justification narrative
- Justify your proposed budget expenses in all budget categories.
 - Explain how your proposed personnel costs are comparable to similar positions in your community.
 - Outline Match funds (cash or in-kind) including amount and source of funds.

II. CURRENT STATUS

Applicant must explain which steps of the OJJDP Comprehensive Gang Model, if any, have been conducted to date. (Additional information regarding each step is available in the Request for Proposal or on line at: <http://www.nationalgangcenter.gov/Content/Documents/Implementation-Manual/Implementation-Manual.pdf>)

- **Step 1:** Convene a Steering Committee, composed of policymakers and community leaders, to develop and implement a comprehensive response to gangs.
- **Step 2:** Conduct an assessment to determine the level and extent of the gang problem, as well as contributing factors within the community.
- **Step 3:** Implement a mix of the five strategies, including: 1) *Community Mobilization*; 2) *Social Intervention*; 3) *Opportunities Provision*; 4) *Suppression*; and 5) *Organizational Change and Development*.
- **Step 4:** Convene a multidisciplinary intervention team to deliver targeted intervention services to appropriate gang-involved clients.
- **Step 5:** Ongoing data collection informs implementation and provides a basis for evaluating outcomes.

III. TIMELINE

Applicant must clearly outline the time needed during the first nine months of funding to complete Steps 1, 2, 3 and 4 listed above under “Current Status”. These steps will build the infrastructure necessary to provide services to youth. **At a maximum, these steps will need to be completed and the infrastructure in place within the first nine months of funding.** Year two should be a timeline of services being delivered to youth and data collection.

IV. LOGIC MODEL

Use the Logic Model below to describe the resources, activities, outputs, outcomes, and goal(s) of the project.

Process $\xrightarrow{\hspace{10em}}$ Outcome $\xrightarrow{\hspace{10em}}$

Resources	Activities	Outputs	Outcomes	Goal(s)
Program inputs. Elements or ingredients that constitute the program.	Methods for providing the program. Specific processes or events undertaken.	Units of service or product units. How many, how often, over what duration?	Short intermediate or longer-term changes anticipated in participants' lives and/or in organization or community conditions.	Ultimate impact(s) expected to occur, usually beyond what one program alone can achieve.
<p>For example:</p> <ul style="list-style-type: none"> • Three FTEs. • After school facility and playground. • College student volunteers. • Foundation funding. • At-risk sixth grade students. 	<p>For example:</p> <ul style="list-style-type: none"> • After school mentoring. • Homework assistance. • Sports and exercise. • Health snack. • Positive reinforcement for non-aggressive behavior. 	<p>For example:</p> <ul style="list-style-type: none"> • Three-hour program every day after school for 40 at-risk students. • One hour homework assistance. • One hour sports and exercise. • One hour snack and reading. 	<p>For example:</p> <ul style="list-style-type: none"> • Increase in grades (GPA) at end of school year. • Increase in pro-social behaviors. • Decrease in aggressive behaviors. • Decrease in recidivism. 	<p>For example:</p> <ul style="list-style-type: none"> • Prevention of juvenile delinquency. • Prevention of violent behavior.

* This was adapted from page 31, Outcomes for Success 2000 Edition, by the Evaluation Forum, Organization Research Services, Inc. and Clegg and Associates.

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11. DESCRIPTION OF THE PROJECT (START ON THIS PAGE)

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