

STRATEGIC PLAN

FOR THE

GANG REDUCTION

AND

INTERVENTION TASK FORCE

june 2021

**VISION**

Having a violence free community



**MISSION**

To create an innovative,

Collaborative and comprehensive plan

To address gang violence

In Yakima County

Through

Prevention and intervention programming.



**GRIT Steering Committee Members**

Yakima County Prosecutor—Love Project/Former Gang Member—Yakima City Council—Security Administrator YSD­—Juvenile Court—Yakima Police—Assistant to the City Manager **GRIT Organizational Structure**

**GANG REDUCTION AND INTERVENTION TASK FORCE**

**GRIT GOALS AND IMPLEMENTATION STRATEGIES**

**GRIT 1.0: TO PROVIDE DIRECTION TO CHARTER AGENCIES TO ACHIEVE BETTER OUTCOMES FOR YOUTH GRIT CHARTER GOAL**

**GOAL 1 WITH EMPHASIS ON YOUTH EMPOWERMENT & YOUTH ENGAGEMENT**

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| **PLAN**  **What actions will achieve the desired outcome** | **ACTION**  **Who will implement and by when** | **DESIRED OUTCOME**  **Measure of success** |
| * 1. Identify and communicate to GRIT members strategies for avoiding gang influenceand gang membership. | * Steering Committee directs DRC staff and up to 3 cooperating GRIT agencies to create and post webpage information * Produce GRIT brochure by June 30, 2021; distribute by December 2021; monitor use semi-annually through 2024 | * Webpage information and brochures sent to all school districts in Yakima County, school counselors, and Village members. * Webpages and brochures regarding how to avoid gang influence are used by 50% of Village members |
| * 1. Identify and communicate to GRIT members strategies which encourage people to think outside the box when it comes to gang intervention and gang prevention. | * 1 or 2 Village members assigned to each month March 2021 to March 2022. * Monthly suggestions posted on website and communicated to all GRIT Village members and school district counselors | * 12-24 Village members submit “thinking outside the box” suggestions during an assigned month from March 2021 to March 2022. * At least one suggestion posted monthly onto the website. |

**GRIT 2.0: DEVELOP A SUPPORT NETWORK OF PARTNER AGENCIES AND PROGRAMS GRIT CHARTER GOAL**

**Goal 2A: Repair, strengthen, and restore our youth**

**Goal 2B: Repair, strengthen, and restore community service providers**

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| **PLAN**  **What actions will achieve desired outcome** | **ACTION**  **Who will implement and by when** | **DESIRED OUTCOME**  **Measure of success** |
| * 1. Identify and communicate to GRIT members strategies which demonstrate how relationships are developed between clients/kids and adults. | * Steering Committee directs DRC staff and up to 5 GRIT Village agencies to work together to develop information on how to develop relationships between kids and adults. * Initiate April 8, 2021; develop though April 2024; monitor semi-annually | * By January 2024, 50% of Village agencies use strategies for improving relationships between kids/clients and adults * Information displayed on all GRIT Village member websites and published in brochures made available to school counselors and Village members. Posted on GRIT webpage. |
| * 1. Identify and communicate to GRIT members strategies which demonstrate how relationships are developed between clients/kids and organizations. | * Steering Committee directs DRC staff and specific members from a minimum of 3 GRIT Village agencies to design and disseminate information about how to develop relationships between kids and GRIT organizations. * Initiate November 15, 2021; disseminate by November 14, 2022; monitor semi-annually – | * By January 2024, 50% of Village agencies use strategies for improving relationships between kids/clients and organizations. * Information displayed on all GRIT Village member websites and published in brochures made available to school counselors and Village members. Posted on GRIT webpage. |

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| **PLAN**  **What actions will achieve desired outcome** | **ACTION**  **Who will implement and by when** | **DESIRED OUTCOME**  **Measure of success** |
| * 1. Identify platforms—such as Snapchat—with which to communicate with at-risk youth, and stay up to date on new platforms as more apps are developed | * Steering Committee directs DRC to poll Village members, asking the best avenues and platforms with which to communicate between their agency’s staff/volunteers and clients * Develop and employ survey by April 16, 2021. * Summarize survey results by May 21, 2021. * Share with Steering Committee and Village members by July 8, 2021 | * GRIT Steering Committee and Village members are aware of and use the best communication strategies for communicating with 100% of all agencies. |
| * 1. Identify and communicate to GRIT members the names of people who have control of resources and making decisions, etc. vs. people kids relate to – family, people on the streets, peers, who is important in their lives; watch the kids’ community to learn how to develop trusting relationships.   Identify child’s insecurities | * Steering Committee requests DRC to create and continuously update list of Village members, their service foci, and any additional resources available. * Research and development team (Village members) with DRC help, meet to research and identify best 10-15 strategies for developing trusting relationships with youth; repeat (for updates) * 5 Village agencies and DRC work together with 5 school counselors to develop strategies for relating to kids and those important to them * Initiate by April 24, 2021; build capacity through December 1, 2021; monitor semi-annually through 2024. | * GRIT members’ foci posted on webpages with semi-annual updates (in process May 2020) * Pamphlets made available to Village members and school counselors by December 1, 2021 |

**GRIT 3.0: COORDINATE ADDITIONAL RESOURCES THROUGH CROSS-SECTOR COLLABORATION GRIT CHARTER GOAL**

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| **PLAN**  **What actions will achieve desired outcome** | **ACTION**  **Who will implement and by when** | **DESIRED OUTCOME**  **Measure of success** |
| * 1. Encourage joint grant writing | * Steering Committee requests DRC post monthly opportunities (In progress, April 2020) | * 33% of all Village members have submitted a grant with another village members |
| * 1. Identifying potential grant partner | * Village members submit their areas of grant interest to DRC no later than April 21, 2021 | * At least 60% of Village members respond to survey indicating areas of grant interest |
| * 1. Identify agencies who can write letters of support | * DRC staff with the assist of Village members develop data base of issues and community supporters by April 22, 2021 | * At least 20 specific topics and community supporters are identified; results disseminated to Village members |
| * 1. Participate in Village events/meetings | * Steering Committee requests that DRC host monthly meetings of GRIT Village members (in process, March 2020); assess strengths of meetings semi-annually; adjust as warranted | * At least 45% of Village members attend each Village meeting |
| * 1. Preserve ideas discussed at Village meetings (place notes/connection on the webpage) | * DRC records minutes of meetings and posts on GRIT webpage; review semi-annually for usefulness and modification (in progress, March 2020) | * 100% of Village meeting notes are posted following each Village meeting |
| * 1. Design user friendly web location(s) for sharing of resources | * DRC staff with Village member input (In progress, March 2020); * review semi-annually through 2024 | * Webpage is functional and used regularly by 80% of Village members |
| * 1. Encourage use of GRIT Steering Committee for grant design & components | * GRIT Steering Committee will communicate to Village members during the last week of February each year any annual priorities for grants; will assist in grant design and components as possible. | * 30% of Village members will interface with members of the Steering Committee each fiscal year. |
| * 1. Clearing house for grants needing statistics (Steering Committee) | * Steering Committee will recruit 3 agencies to collect and disseminate Yakima Valley statistics used in the preparation of grants. * Select agencies: March 2021 * Disseminate statistics to members: April 21, 2021 * Reissue annually until 2025 | * Beginning April 21, 2021, member agencies will have access to basic statistical data needed for submitting grants. |
| * 1. Create a directory of people who work on specific issues | * The DRC will create a webpage highlighting the work of each agency. * The data will be entered as 1) “problem focus” (which agencies assist with this problem/issue) and 2) agency focused (what each agency does/forms of support). * Established March, 2020 | * People seeking help can access information through webpages * Agencies can access specific types of help through webpages. |
| * 1. Identify a point person and contact information for each member agency | * DRC will maintain a list of GRIT partner agencies Establish referral process in correlation with 3.11 * Initiated: March 2020 * Maintained annually through 2025 | * GRIT member agencies and designated contact person and information available on GRIT webpages. |

**GRIT 4.0 DEEPEN RELATIONSHIPS AMONG MEMBER ORGANIZATIONS; USING DATA TO INFORM MEMBERS**

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| **PLAN**  **What actions will achieve desired outcome** | **ACTION**  **Who will implement and by when** | **DESIRED OUTCOME**  **Measure of success** |
| 4.1 Increase knowledge & effectiveness of member organizations   1. What knowledge? 2. Specifically, what needs to increase? 3. How does our work fit into the needs of the people seeking service? | * The Steering Committee will prioritize what information GRIT agencies most need * Will request DRC to research and provide this information to GRIT members by May 3, 2021 * Thereafter, the DRC will provide bi-monthly reports. | * GRIT agency members will receive a bi-monthly communication from the DRC highlighting   + new knowledge and resources for agencies   + new information focused on key (relevant, important at this time) knowledge   + information on the interface between agency goals and the needs of people seeking services in Yakima. |

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| * 1. Develop and communicate strategies that will help Village members to know or tap into people who changed their lives. | | * Two GRIT agencies convey a relevant and inspiring client story to the DRC each month. * The DRC refines and publishes the story with a profile of the agency on its webpage. * Initiate first story and publication by June 17, 2021. | | * Beginning June 2021, one agency and client story will appear on the GRIT webpages each month until March 2025. | |
| * 1. Develop and communicate to member organizations how best to talk with the kids at risk themselves. | | * Steering Committee requests DRC to work once per year with 3-5 agencies to collect “best practices” for talking with at-risk clients * Results published on webpages beginning November 12, 2021 and focus a Village meeting on the findings | | * “Best Practices Strategies for working with At-Risk Clients” is continuously, and hold 1 Village meeting per year with that focus | |
| * 1. Remind GRIT members to ask kids what they most need. | | * Steering Committee will request DRC to maintain a yearly survey of what agency clients most need. * Published on the GRIT webpages each September from 2021-2024 | | * Annual summary of agency clients’ greatest needs published annual from 2021-24 using GRIT webpages as dissemination tool. | |
| * 1. Understanding local gangs and their members, stereotypes, and gang status, from multiple perspectives | | * Each member organization provides Village members about how to understand LOCAL gang issues. * DRC consolidates information annually and posts on webpages. * Initiate first posting January 2022. | | * DRC provides annual updates and updates webpages as need arises. | |
| * 1. What are the strategies and experiences that create an understanding and adoption of an unbiased approach to gangs | | * Steering Committee requests that DRC research and provide an annual seminar to all GRIT member groups beginning May 2021 | | * Experts identified and scheduled 2021-2024 | |
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**GRIT 5.0: BUILD BRIDGES**

**Between nonprofits and key institutions**

**Between business, local government, philanthropy**

**Increase partnership and cooperation**

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| **PLAN**  **What actions will achieve desired outcome** | **ACTION**  **Who will implement and by when** | **DESIRED OUTCOME**  **Measure of success** |
| * 1. Help members identify people who have control of resources and making decisions, etc. (vs. people kids directly relate to – family, people on the streets, homies, who’s important in their lives). | * Steering Committee directs DRC, with cooperation of 5 GRIT agencies, identify key people in each GRIT agencies who are responsible agency goals and outcomes. * Post on GRIT webpages * In progress May 2020 * reviewed and updated annually. | * 90% of GRIT agencies enter and update key contact data annually. |
| * 1. Develop strategies to help GRIT members observe the kids’ communities to learn how to develop trusting relationships. | * Steering Committee directs DRC to sponsor seminar on how to develop trusting relationships with youth. * Annually each January beginning in January 2022 | * At least 20 GRIT agencies attend seminar each year. |

**GRIT 6.0: STRENGTHEN NON-PROFIT ENGAGEMENT**

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| **PLAN**  **What actions will achieve desired outcome** | **ACTION**  **Who will implement and by when** | **DESIRED OUTCOME**  **Measure of success** |
| * 1. Strengthen institutional engagement | * Steering Committee request that DRC, in cooperation with GRIT agencies, prepare materials to inform members of “who’s who among GRIT agencies” * In progress, May 2020; ongoing | * 80% Agencies identify themselves as members of GRIT in their materials and webpages. * Annually, increase the number of members actively identifying as GRIT members |
| * Prepare materials which names GRIT members at all levels of the infrastructure * Completed, August 2020 * Disseminated by March 26, 2021 | * Distribute Strategic Plan * Ask members to comment on where they can be helpful in achieving GRIT goals |
| * Provide contact information (GRIT webpages) * Information on how to understand the purpose of GRIT work, vision, mission. Completed: posted on GRIT webpages * How to understand your own responsibilities and obligations through GRIT. Steering Committee asks DRC to use one Village meeting per year to review GRIT agency responsibilities and obligations. * Initiate: April 2021; update annually thereafter * Determine what is already going on related to the GRIT mission and vision in each organization (see survey profile): In progress. * Current state of knowledge * Survey Monkey asking Village members   + Who are you already working with?   + Who would you like to work with?   + Who would you like to know more about?   + What would you like others to know about your organization? * DRC collaborates with GRIT agencies to expand website presence. | * Assess member involvement annually through comprehensive survey with at least 60% response rate. |