

City of Alexandria, Virginia

MEMORANDUM

DATE: APRIL 18, 2012

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: RASHAD M. YOUNG, CITY MANAGER 

SUBJECT: BUDGET MEMO #42: FUNDING THE GANG INTERVENTION PREVENTION EDUCATION (IPE) PROGRAM

This memorandum is provided in response to City Council's request for information regarding a request for funding of the Gang Intervention Prevention Education (IPE) Program in the FY2013 Operating Budget in a letter written by Northern Virginia Family Service President and CEO, Mary Agee, dated March 14, 2012. Ms. Agee's request was made after it was determined that no federal funding was available for the IPE Program for FY 2013, and her request reflects an increase in the program to \$175,000. This would provide for 2.0 FTEs and is estimated to be sufficient resources to handle 100 cases annually, with little or no waiting list. Staff does not recommend providing new City funding in the full amount of Ms. Agee's request to the FY 2013 budget to permanently assume responsibility for discontinued federal funding.

In FY 2012, City Council designated \$150,000 in Contingent Reserves for Gang Prevention. In December 2011, City Council appropriated \$74,339, including \$45,908 to fund an IPE worker from Northern Virginia Family Services through June 30, 2012. (An additional \$28,431 was also appropriated in December to continue the funding for the Alexandria Mentoring Partnership Coordinator in FY 2012). A total of \$75,661 remains of the Gang Prevention Contingent Reserves designation and will not be needed in FY 2012. This balance could be used as one time funds to continue the IPE program in FY 2013. An alternative would be for Council to carry forward and reappropriate the FY 2012 balance of \$75,661 and consider providing an additional \$9,339 in new City funding to enable one full time IPE position to continue to provide some services to meet approximately half of Alexandria's case load for one additional year in FY 2013. If no Council action is taken, the IPE program would not be available in Alexandria in FY 2013.

Since 2008, the IPE Program has provided services to over 400 City youth and families and has been proven to be very successful with measureable results. The program provides specific gang intervention services using research-based methods recommended by the Office of Juvenile Justice & Delinquency Prevention (OJJDP). IPE Counselors are highly trained in the specific field of gang intervention and are tasked with working with complicated family dynamics and assessing and implementing a gang intervention plan for gang deterrence or for youth to exit gangs. IPE Counselors provide an array of other services such as: crisis intervention and safety planning, relocation services and gang awareness.

The Office of Juvenile Justice & Delinquency Prevention has prescribed its Comprehensive Gang Model for communities to mitigate the risks of gang issues. Recommendations include the provision of specific services and opportunities for those most at-risk of gang activity; which are provided by the IPE Program. In 2007, prior to the existence of IPE, the City of Alexandria experienced 17 gang motivated criminal incidents. In 2011, there were a total of four criminal gang incidents and zero incidents in 2012.

Each IPE staff person manages a caseload of 12 – 15 cases at any one point in time. Due to the multitude of youth referrals by police, school staff, and other City and community agencies, Alexandria has been allotted one and one-half staff members to meet the service needs of the community; however, it regularly operates with a waiting list.

The following chart demonstrates possible staff allocations against funding costs and estimated effects on service provision.

Total Cost	Staff Allocation (includes supervision)	Cases Served	Estimated Wait list based on history of service.
\$175,000	2 full time IPE case managers (2 FTE)	100 cases / 350 individuals	No waitlist / minimal
\$133,000	1 full time and 1 half-time IPE case manager (1.5 FTE)	75 cases / 262 individuals	6 – 8 cases
\$85,000	1 full time IPE case manager (1 FTE)	50 cases / 175 individuals	12 – 15 cases

The following chart shows a history of funding of the IPE program.

	Gang Intervention Prevention Education Program (IPE) for City of Alexandria				
	FY 2008 ¹	FY 2009	FY 2010	FY 2011	FY 2012 ²
Federal Revenue		\$109,140	\$63,337	\$87,475	0
Fund for Human Services			\$13,375	\$13,400	\$10,000
General Fund	\$25,000				\$45,908
Total Program Support	\$25,000	\$109,140	\$76,712	\$100,875	\$55,908

¹ In FY 2008 federal funds were exhausted in June 2008. City Council transferred \$25,000 from Contingent Reserves and existing Department of Human Services funds to provide funding until new federal funds were available in October 2008 (FY 2009).

² In FY 2012, no new federal funds were provided. Unused federal funds from the prior year were carried forward and reappropriated for use in FY 2012. In December 2011, City Council approved the transfer of \$45,908 of General Fund Contingent Reserves to support the program.

ATTACHMENT:

1. Letter from Ms. Mary Agee, President and CEO of Northern Virginia Family Service; dated March 14, 2012.

STAFF:

Ronald P. Lemley, Acting Director, Juvenile & Domestic Relations Court Service Unit
Mike Mackey, Gang Prevention Coordinator
Kendel Taylor, Assistant Director, OMB

March 14, 2012

Mayor William D. Euille
Alexandria City Hall
301 King Street
Alexandria, VA 22314

Dear Mayor Euille,

When I spoke at the recent budget hearing, I highlighted the continued gap funding for Healthy Families Alexandria. I appreciate your interest in consideration of this request and just learned that a budget memo has been requested from city staff. We were, however, notified two days after the hearing by the regional gang task force that the federal funding will end as of April 1st. We are, therefore, asking your consideration of **a request for \$175,500 for FY13 to continue this work with city at-risk youth.**

The Intervention, Prevention and Education (IPE) program of Northern Virginia Family Service has been *the* direct service provider of regional gang prevention and intervention services of the Northern Virginia Regional Gang Task Force since April of 2008. Due to funding cuts at the federal level, this evidence-based, culturally competent, highly effective program will stop serving youth at the end of March.

As an essential partner with the local Court Service Units in the regional gang prevention effort, and the **only program of its kind** in Northern Virginia, NVFS' IPE program has had a tremendous impact on the individuals, families, and communities it serves. IPE is the only direct service intervention and prevention case management program that local gang prevention coordinators are able to refer to for this type of highly specialized service. In this role, IPE provides services to youth referred by Probation Officers, Law Enforcement, the Schools, and other community services providers. IPE is unique in that all staff are bilingual, and can engage the youth and families in their native language, ensuring that information is fully understood, and that cultural issues are identified and addressed. These referral sources will have no other options for referral, and the youth and families in need will have no other options for services, if IPE services end.

When uncertainty about the availability of continuing federal funding for the IPE program initially arose, the Alexandria County Juvenile Court Services Director, Lillian Brooks, submitted a formal request to the City Council in December 2011, requesting \$45,900 to support continued staffing for Alexandria's IPE program so that much needed IPE services would continue in Alexandria despite the changes in funding for the Regional Gang Task Force. This request was approved, and consequently Alexandria IPE services can continue through June 30, 2012. Unfortunately the anticipated federal funding for the Regional Gang Task Force, a portion of which goes to IPE, has not been made available, so there is an urgent need to identify funding for the IPE program for FY13. The task force had also anticipated receiving a portion of the drug seizure money to help offset the costs of the program, but was just informed that this request was denied. In order to continue to have the same level of gang prevention and intervention services for Alexandria youth and families, a total of \$89,400 is needed for FY13. At the urging of the court services staff, however, NVFS is requesting funding for two positions in order to meet the demand in referrals to the program. NVFS is recommended for a grant of \$10,000 for FY 13 from the AFHS Youth Fund, so the remaining balance of \$175,500 is being sought.

Since its inception, the IPE program of NVFS has provided services to over 1400 individuals (450+ referred youth and 950+ of their family members including parents and /or siblings) and has produced the following outcomes:

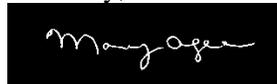
1. Among those who admitted / were known to be gang involved 80% reduced or eliminated gang participation while in IPE.
2. 100% of those who were at-risk, but not yet involved, remained non-gang involved while in IPE.
3. 73% of participants improved their school performance.
4. 84% increased their prosocial activities.
5. 80% increased family involvement and effective communication

During a recent Alexandria Gang Task Force meeting a school official stated that he believes that the reason Alexandria has had such a quiet year [in terms of gang activity] is because of the presence of IPE. Alexandria IPE served a total of 182 individuals (52 referred youth and 130 of their family members) in the most recently completed grant year. So far this grant year 91 individuals have been served through IPE (29 youth and 62 family members) and there are currently 14 active cases, with 20 on the waitlist. If funding is not provided for FY 13 there will be at least 90 youth and their families in need of IPE services who will have to go without, resulting in an increased risk for gang involvement and the potential for increased gang activity in the City of Alexandria. Alexandria has consistently had the highest number on a waiting list for IPE. Court staff and community organizations have no other intervention program skilled in gang prevention. The recent school fight is an example where IPE staff could have provided a rapid response on site and with families, if adequately staffed.

NVFS' IPE program is recognized as the premier provider of gang prevention and intervention services in Northern Virginia because it is a highly specialized service delivery model developed and provided by NVFS' expert staff. Effective gang prevention and intervention services require knowledge of and experience with gang membership and gang culture including: knowledge of all local gangs and their history, culture, and operations of each; knowledge and experience with safety planning; and providing psycho-educational interventions to help youth resist recruitment/indoctrination. In addition, NVFS IPE staff are experts in the other intervention areas essential to effective gang prevention and intervention in Northern Virginia, which include: trauma and recovery; immigration and reunification issues; adolescent development; family systems; cultural competence and bilingual abilities; and youth development. Staff successfully collaborates with a variety of systems including: Law Enforcement; Schools; Juvenile Courts; Immigration; Public Mental Health systems; and Public and Community based services. Finally, successful prevention and intervention programs require not only effective services, but also effective data collection and reporting processes, quality assurance procedures, and ongoing evaluation of the effectiveness of interventions.

I look forward to the opportunity to discuss this in more detail with you. In order to maintain current service levels, NVFS requires an additional \$175,500 for this remarkable gang prevention program. Thank you for your consideration.

Sincerely,



Mary Agee
President & CEO