

The City of Yakima Gang Free Initiative

***Community Action Plan: A Comprehensive Approach to the
Prevention, Intervention, & Suppression of Youth Gangs***



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2012 City of Yakima Gang Free Initiative
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Prevention, Intervention & Suppression of Youth Gangs

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City of Yakima Gang Free Initiative

Vision Statement:

The vision of the GFI is to create a safe, peaceful, gang-free community resulting in a high quality of life for our families.

Mission Statement:

The City of Yakima Gang Free Initiative will engage the community to develop suppression, prevention and intervention strategies that support and promote positive youth development.

EXECUTIVE SUMMARY

The City of Yakima Community Action Plan for the Prevention, Intervention, and Suppression of Gangs (The Plan) represents the recommendations of the GFI Advisory Group to the City of Yakima for addressing the gang issue. Unlike other plans, it emphasizes prevention and intervention strategies at the neighborhood level and positions the City of Yakima together with community partners in a researched based, data driven, and outcome focused effort over the next 3 to 5 years.

Four central assumptions frame the overall architecture to the Committee's recommended strategy. The City of Yakima and its partners endeavor to:

1. Facilitate total community involvement through strategic guidance and leadership.
2. Prevent the growth of gang activity and violence in Yakima through multidimensional collaborative efforts.
3. Pursue necessary funding through collaborative efforts.
4. Restore Yakima neighborhoods by reducing gang violence and problem activity throughout the City.

While key findings are outlined in the Introduction to this Plan, the Advisory Group's Community Action Plan is based on the following fundamental constructs:

- A multidimensional anti-gang strategy should target youth between the ages 11-20 who exhibit high-risk behaviors and gang involvement.
- Young people who would move up the ladder of gang membership and activity are those who commit intentional acts of violence or are arrested for gang related incidents.
- The impact of gang members' actions not only adversely affects their parents, siblings, and other family members but the whole community—including the victims of gang violence who must deal with the horror of losing a loved one and the agony of having to deal with a variety of agencies to get restitution and support.
- No single program will fix the gang problems in our community.
- Strong public leadership by the City Council, City Manager and Chief of Police is essential.
- A coordinated and organized effort among all City departments, other government and community agencies is required to see results that integrate prevention, intervention, and suppression.
- To be effective, all programs and services focused on gang prevention and intervention must be culturally competent, linguistically sensitive, and accessible to the entire community.

These constructs must be evident in the partnership agreements entered into by collaborating entities with the City of Yakima.

This action plan targets the greater City of Yakima with special emphasis on "hubs" of gang activity in three neighborhoods—Northeast, North Central, and Southeast. In addition the Committee has established the following goals:

- 1) Establish the ***OJJDP Comprehensive Gang Model*** as the operating system,
and
- 2) Reduce youth crime, violence, delinquency and academic failure through the prevention, intervention and suppression of youth gangs.

Focusing on the goals stated above, the Advisory Group recommends to the City of Yakima the following five strategic objectives:

Objective 1: Establish an effective coordinated collaboration process to impact gang activity citywide.

Objective 2: Develop joint partnerships to help address the gang issues within the City of Yakima.

Objective 3: Establish a data and research analysis process to keep the City Council, City Manager and GFI Committee aware of gang trends and anti-gang research on an ongoing basis.

Objective 4: Based on existing funding, build capacity in existing, effective and promising gang prevention and intervention programs/strategies on a neighborhood basis.

Objective 5: Develop a sustainable funding strategy for the Community Action Plan.

Data Workbook

The Advisory Group's discussions of the community assessment data set the stage for development of the Action Plan for the first year of the project. Before the planning process began, the Advisory Group members participated in the collection, analysis and interpretation of Community Demographic Data, Law Enforcement Data, School Data, Yakima County Risk Profile, and the OJJDP Student Survey. This background information can be found in the Data Workbook included as Appendix A.

Community Profile

The 2011 Community Profile was produced for the benefit of key community stakeholders, policymakers and service providers. The Profile presents data and its analysis to support the development of a citywide anti-gang approach to reducing juvenile crime and violence in Yakima. The Gang Free Initiative, commissioned by the Yakima City Council, developed the Community Profile to support the fight against youth gangs and associated problem behaviors. The information contained within the Profile is intended to aid our community partners advance coordination of services, encourage the application of proven strategies, and improve opportunities for funding.

YAKIMA GANG-FREE INITIATIVE

Youth gangs and related problem behaviors give communities various reasons for alarm. Gang involved youth are responsible for more serious and violent offenses at a rate several times higher than non-gang-members (Howell, 1998). Gang members have an increased probability than their non-gang peers to commit assault, carrying concealed weapons in school, auto and other theft, intimidating or assaulting victims and witnesses, participating in drive-by shootings and homicides, and using, selling, and stealing drugs. This is true with similar upbringings and familial constructs (Huff, 1998). Studies indicate that the level of youth violence is greater when influenced by gang membership than that of other highly delinquent peers (Thornberry, 1998; Huizinga, 1997).

The City of Yakima has many resources to address gang violence and gang recruitment. The small number of social agencies and the relatively small target area to be served makes collaboration for the purpose of gang prevention possible.

Past funding has been used primarily on gang suppression. Data collected on gang treatments have focused on the effects of suppression. Research has focused on drug abuse and other problem behaviors leading the GFI Advisory Group to identify the primary problems within the context of youth gang crime and violence. They include:

1. Assaults, School-based
2. Bullying, School-based
3. Graffiti
4. Gang Association/Affiliation
5. Juvenile Violence
6. Substance Abuse, Youth
7. Truancy (Unexcused Absenteeism)
8. Weapons, Youth Access to

Several themes emerged relative to the root causes of the problem behaviors listed above. First and foremost was a pervasive culture of violence evidenced not only in the criminal behaviors perpetrated by gang members and their affiliates but also expressed among Yakima youth in survey responses. The ruthless and violent nature is not limited to gang members. An increasing trend has been identified among non-gang affiliated youth. The violent culture appears to parallel the increase in violent acts demonstrate by the various media outlets largely associated with global events. For example, the airing of state sanctioned high profile executions and their aftermath during peak youth viewing times and the ease with which youth can access uncensored images of violence via the internet may increase the likelihood that the viewer will engage in violent acts him/herself. (Akers & Burgess, 1966; Bandura, 1977, Hawkins & Catalano, 1996)

Other themes associated with the resurgence of gangs and associated problem behaviors include diminished capacity across systems (i.e., schools, police, and social service agencies), cultural divides, parental disconnectedness, fragmented familial constructs, availability of drugs and weapons, low neighborhood attachment and community disorganization. The binding factor among all of them continues to be the extreme economic deprivation (poverty) dominating many of Yakima's neighborhoods. It is important to note that poverty is not a causal factor; however, the

influence it places on individuals and communities contributes significantly to complex social dynamics. (Yonas, et al, 2007; Kramer, 2000.)

It is also worth considering the unique geographic location of the City of Yakima and how it may have contributed to the rise of gangs and associated problem behaviors. Yakima is also situated between major interstates and highways (I-90, I-82, I-182, I84, HW97, HW12.) This makes it easy for clandestine drug manufacturing to occur in remote locations with relative easy access to distribution points. Yakima is also primarily a rural agricultural community with an economy dependent on a consistent flow of migrant farm labor. While the overwhelming majority of migrant laborers operate within the limits of our laws and norms, it would be negligent to ignore the illicit activities easily concealable within the highly mobile nature of the migrant way of life. Criminals exploit well established communication and transportation routes between the Pacific Northwest, Canada, and Mexico. These facts have been acknowledged by the Federal Government with the designation of Yakima County as a High Intensity Drug Trafficking Area. It has been well documented that the criminal organizations behind the trafficking of narcotics are largely supported by juvenile gangs who are easily lured to the industry by both romanticized risk and income.

The GFI Advisory Group recommends that the City endorsed programming be coordinated and implemented within each of the OJJDP five core strategies. Activities should be closely coordinated and integrated to ensure that the work of collaborating agencies is in line with the comprehensive anti-gang plan. The five strategies include:

- Community Mobilization: Involvement of local residents, including former gang youth, community groups, and agencies; and coordination of programs and staff functions within and across agencies.
- Opportunities Provision: Development of a variety of specific education, training, and employment programs targeting gang-involved youth.
- Social Intervention: Youth-serving agencies, schools, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reaching out and acting as links to gang-involved youth, their families, and the conventional world and needed services.
- Suppression: Formal and informal social control procedures, including close supervision or monitoring of gang youth by agencies of the criminal justice system and also by community-based agencies, schools, and grassroots groups.
- Organizational Change and Development: Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.

These five OJJDP core strategies are addressed in a more comprehensive manner later in this document.

GFI Advisory Group

The work of the collaborating partners, as set forth in this Plan, will be overseen by the City of Yakima GFI Advisory Group, comprised of representatives from agencies and organizations that have an interest in or a responsibility for addressing the community's gang problem. These representatives not only set policy and oversee the overall direction of the gang project, but also take responsibility for spearheading efforts in their own organizations to remove barriers to services and to social and economic opportunities; develop effective criminal justice, school, and social agency procedures; and promote policies that will further the goals of the gang strategy. The GFI Advisory Group is comprised of local stakeholders who focus their efforts on furthering the GFI objectives via various tasks as they relate to the reduction of gang related crimes and activity within the City.

The Advisory Group will meet, as decided by the Group, to review progress and determine work plan priorities. Standing committees may also meet monthly to aid in accomplishing the goals and objective of the Advisory Group. The "committees" will change and evolve as the needs of the Advisory Group change. Currently Advisory Group committees are:

- 1. *Marketing and Community Education Committee.*** This committee develops and recommends all policies pertaining to the marketing of the Gang Free Initiative, including development and assessment of a comprehensive marketing strategy for the recruitment of partners and donors; formulation of a marketing schedule, and development of all marketing materials. Priorities for the first year of implementation include website development, partner outreach, community education, and cultivating media partners such as YPAC/KYVE.
- 2. *Planning and Development Committee.*** The aim of this committee is to secure organizational and financial stability for the Gang Free Initiative, promote the mission of the GFI and ensures the representation of community needs and interests in routine plan updates. Also within the purview of this committee are the priorities described in the Organizational Change and Development strategy. Priorities for year one include facilities acquisition, coordination of fundraising activities, and oversight of the Resource Directory project.
- 3. *Implementation Committee.*** The purpose of this committee is to ensure the effective and efficient implementation of the Community Action Plan. Additionally, this committee will oversee the Community Mobilization objectives as set forth later in this document. Priorities for the first year include identification of potential service providers and, working in tandem with the GFI Coordinator, negotiate partner agreements (MOU's, MOA's & Contracts) that will govern the delivery of services, and oversee the activities of the Intervention Team and outreach workers.

In addition to the three standing committees the Advisory Group may, from time to time, establish Ad Hoc committees or temporary workgroups to address specific issues. These committees will have a limited duration and may involve non-Advisory Group members referred to as Associates. In the first year of implementation the Advisory Group will establish a ***Preferred Provider Network (PPN) Workgroup***. This workgroup will be responsible for the development of the Yakima GFI PPN Directory.

Finally, Advisory Group oversight will be provided by the ***Executive Committee***. The Executive Committee provides leadership to the Advisory Group by ensuring the vision, mission and activities

of the GFI are fulfilled. The Executive Committee will include a minimum of two City Council Members, the Project Director, and GFI Coordinator.

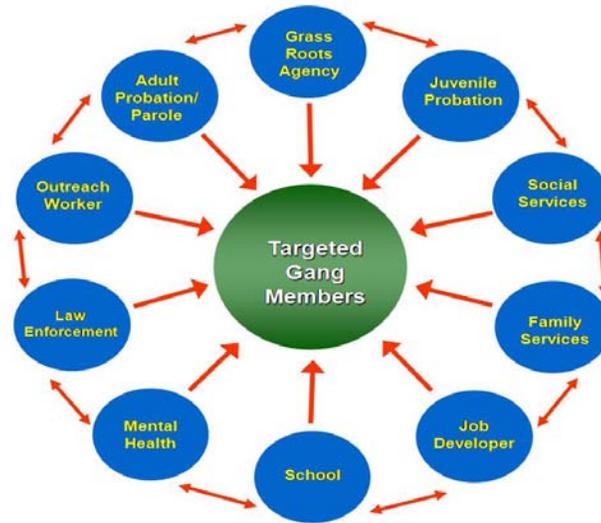
GFI Youth Development Team

The Youth Development Team is at the core of the OJJDP Comprehensive Gang Model [Intervention] and plays a key role in identifying and delivering intervention and prevention services. This 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 action plan and to identify additional prevention, intervention, and suppression activities needed in the target communities. Participation on the Youth Development 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.

The Advisory Group should determine the composition of the Youth Development Team and assign representatives to serve on it. At a minimum, the following key agencies are crucial to an effective Youth Development Team and should be represented:

- Law enforcement representatives who are very familiar with local gang activity and the target community.
- Juvenile and adult probation/parole officers who will have frequent contact with project clients.
- School officials who can access student educational data for project clients and leverage educational services.
- Appropriate social service and/or mental health providers who can connect clients to services and provide outcome information to the team.
- A representative who can assist in preparing project clients for employment and place them in jobs.
- Outreach workers who can directly connect to project clients on the street, in their homes, or at school.

Other agencies may be asked to participate on an as-needed basis, including faith-based organizations, recreational projects, community development organizations, and grassroots organizations.



Youth Development Team activities will include:

- Creating individualized case management plans for gang members participating in the project.
- Engaging gang members in direct services to address their specific needs.
- Working together to dismantle or surmount barriers to accessing services.
- Holding gang members accountable for negative behaviors.
- Assisting gang members in transitioning out of the gang lifestyle.
- Improving the effectiveness of agencies serving gang-involved clients.
- Reducing overall gang-related crime in the community.

By identifying and providing concentrated services to those within the gang culture, the team’s activities will also serve to improve the quality of life for all residents of Yakima by reducing gang crime and improving community safety.

Gang Free Initiative (YFDC) Coordinator

The recommended Coordinator position is viewed as instrumental to ensuring a successful implementation of the strategic actions included in this plan. The Coordinator will establish and maintain linkages between public and private partnerships ensuring effective utilization of resources directed toward the suppression of gang related crime and violence, intervening with gang-involved youth and their families enabling the eventual departure from the gang lifestyle, and prevention of future gang proliferation through coordinated youth development strategies. The position, whether contracted or secured as a position within the City of Yakima personnel structure is envisioned at an average of 40 hours per week up to 2080 hours per year.

COMMUNITY ACTION PLAN

The GFI Advisory Group, based on the understanding of the Yakima gang problem as identified in the Yakima Community Profile, has developed this Community Action Plan. The Plan is designed to meet the goals and objectives of the City of Yakima related to the reduction of gang crimes and violence as well as associated youth problem behaviors. The following narrative represents the recommendations of the GFI Advisory Group to the City of Yakima.

YOUTH AND FAMILY DEVELOPMENT CENTER (YFDC)

The purpose of the Youth & Family Development Center (YFDC) is to establish a physical location from which centralized management and coordination functions supporting the implementation of the Community Action Plan would originate. In addition, the YFDC would function as the community's anti-gang "forum" or single point of access for information and services related to gang suppression, intervention and prevention. The core function of the YFDC is to serve as the nucleus of the strategic actions described throughout this comprehensive anti-gang strategy. The YFDC would offer a variety of partner-driven services and activities including:

- Positive Youth Development Programming (e.g., Life Skills, Academic Enrichment, Career/Employment, Recreation.)
- Information Dissemination
- Outreach
- Referrals & Screening
- Individual Needs Assessments
- Multi-Family Groups
- Parent Development & Family Reunification
- Professional Development & Training

In addition, the YFDC would be home to the Youth Development Team, Yakima School District Truancy Center, and GFI Advisory Group whose functions are described in detail throughout this plan. It is the recommendation of the Advisory Group that the City of Yakima prioritizes the formation of a Youth & Family Development Center at one or more of the existing community centers and continues its support as a critical infrastructure item.

Yakima Truancy Center

The Yakima Truancy Center is a program designed to reduce school truancy among middle school and high school students in Yakima. The program will provide outreach, academic support, case management and family support in collaboration with the Yakima School District, Yakima County Juvenile Court, and the Yakima Police Department.

Participants in the program are students who have been identified by school authorities, law enforcement, or by representatives of juvenile court for their excessive truancy from school or for exhibiting behaviors that typically place students at risk for truancy. The case management services will focus on: 1) Helping students determine their academic and vocational goals, 2) Assisting

participants in creating plans to achieve those goals, and 3) Providing referrals to appropriate community resources.

In 2008 the Washington State Institute for Public Policy conducted a study on the effectiveness of targeted truancy and dropout programs in middle and high schools. Three types of programs show improvement in school outcomes: alternative programs (e.g., schools-within-schools), mentoring, and behavioral programs while no positive outcomes were found for alternative schools, academic remediation, or youth development programs. Alternative programs provide specialized instruction to a group of students within a traditional school, often separating them for at least some of their academic courses and integrating them with other students for elective classes. In this sense, alternative programs differ from alternative schools, in which the entire school day is spent in separate facilities that often include different rules and norms from traditional schools. Alternative programs had a positive effect on four outcomes—dropout, attendance, achievement, and graduation. The positive effects are due to a particular intervention model known as Career Academies. Career Academies are small learning communities within a larger school. They combine an academic and technical curriculum around a career theme (which differs based on local interest).

Effective truancy and dropout prevention programs have the following core service components: (Washington State Institute for Public Policy, 2009; OJJDP, 2006.)

- Academic remediation/ tutoring: Assess students' academic skill deficiencies and provide specialized or intensive instruction to improve competency.
- Career/technical education: Increase student awareness of the connection between school and work life, and teach technical skills (e.g., through vocational courses, employer internships, etc.).
- Case management: Problem-solve barriers to school success and refer student and family to community or other services, based on needs.
- Contingency management: Systematically reward desirable behaviors (e.g., on-time attendance) and punish undesirable behaviors (e.g., not completing homework).
- Counseling: Analyze and problem-solve barriers to school success, including personal, family, and social challenges, in a safe, supportive environment.
- Mentoring/advocacy: Provide students with a role model who supports their educational endeavors and advocates for their success in the school system.
- Monitoring attendance: Intensively track student attendance and follow up with student and parents to prevent tardies/absences.
- Parent outreach: Engage parents in identifying and solving their child's school problems; often families are referred to social or other supportive services.
- Youth development: Provide opportunity for skill-building, horizon expansion, competence, and resilience, and improve connections to school and positive adults.
- Referral services: Offer services that meet additional needs of the at-risk population served (e.g., childcare center/parenting classes, school-based health center).

The Truancy Center will incorporate 10 of the 10 core services.

Referral & Screening (Triage)

Additionally, the Advisory Group recommends that a referral and screening mechanism be established. Referral is an informal, ongoing process for reviewing information related to youth who show signs of being at risk of gang involvement or have been determined to be gang involved. The referral process includes Youth Development Team review of screening and other information on referred youth, and the Teams decision about whether to add the youth to the caseload.

Screening or “*Triage*” is a brief assessment of the youth’s current status to determine individual and family priorities. It is important that team members create a protocol for screening and assessing new clients. Outreach workers present information about prospective youth to the team, outlining how each youth meets the screening criteria. The team members can then come to consensus about whether a youth is suitable for case management.

A screening team including outreach workers and members of the Youth Development Team should meet regularly to review the referral materials that have come in. The screening process may indicate the need to refer the youth to crisis services. Upon gathering all information and determining eligibility based on the established criteria, the screening team will make a determination. They will also take into consideration the ability of the program to serve the family based on current caseloads. A waiting list could be created in the future if we reach capacity.

Individual Needs Assessment

An individual needs assessment instrument should be developed to ascertain the status of each client when he is accepted into the project. The assessment instrument should be used for diagnosis, placement, and treatment planning and applicable in a variety of settings (i.e., school, jail, social service). The assessment should include information on:

- The client’s future goals, abilities, talents, and desires.
- Family situation and structure.
- Gang involvement of family members.
- Other family issues that may affect the client’s gang involvement.
- Criminal history.
- Gang history (and gang affiliation).
- School history, including special issues such as learning disabilities or a history of behavioral problems.
- Gang climate in the client’s neighborhood.
- Substance abuse or mental health issues.
- History of abuse or neglect.
- Client’s employment history and skill levels.
- Special circumstances, such as a client who is a teen parent.
- Agencies that are currently serving the client.

- Possible safety issues involving the client.
- Current needs assessments from any of the team agencies.
- Court requirements such as community service hours and restitution.

Outreach

Outreach activities within the OJJDP Comprehensive Gang Model play a critical role. The primary focus of the outreach services is to build an ongoing and pro-social relationship with youth and families while linking them to appropriate services. Targeted outreach will be established to focus on core gang involved youth, with special capacity to connect pre-adjudication and in the local community setting. Outreach activities such as recreation and arts will be carefully integrated with existing and new prevention services not to become a primary focus, but rather a means to build relationships with clients and provide access to essential resources and services.

Outreach will be a critical component to success of the YFDC. Outreach workers will provide information that helps the entire team gain a better understanding of what is going on with the target population and in the target area so that team interactions with gang members will be more informed. Outreach workers will fill in blanks for others on the team who may not be as familiar with the individuals or groups being targeted. Workers may describe treatment needs or compounding factors (such as family violence, substance abuse, etc.) that are affecting a youth's behavior.

The Advisory Group recommends that outreach be conducted to include the following routine tasks:

- Identify youths' needs and goals to help the team develop a more comprehensive intervention plan.**
- Coach and provide role models for each youth.**
- Coordinate appropriate crisis responses to project clients following episodes of violence in the community.
- Provide assistance to families in distress, ranging from accessing basic services to helping resolve family conflicts.**
- Visit clients who are incarcerated and helping to reconnect them to services when they are released from custody.
- Resolve conflicts and/or mediating between clients, their families, other youth, and/or agencies.
- Act as a liaison between project clients and service providers/schools to facilitate client access to services.
- Work with clients who are seeking employment, from helping these youth develop résumés, to identifying their skills and qualifications, to helping them apply for jobs or work with workforce services programs.**
- Conduct gang awareness presentations in schools.**

***Indicates existing community resource*

Multi-Family Group

The Advisory Group recommends that a major component of intervention include a variation of the Multi-Family Group (MFG) treatment modality that integrates aspects of family psycho-education, behavioral therapy and multiple-family approaches. In this context MFG will bring families of gang members or those at-risk of joining gangs together for learning and problem-solving, all oriented to the improved functioning both of the family member who's receiving services and the family unit as a whole.

The intervention begins with a minimum of three single-family engagement sessions, in which the patient's primary practitioner meets with the individual family, often without the youth present. These sessions are accompanied by separate meetings with the youth. When 5-8 families have completed the engagement process, the facilitators, usually including the youth's case manager, conduct an extensive educational workshop, with youths present. The social/emotional aspects of the gang culture are discussed, after which the practitioners present and discuss guidelines for the family management of everyday problems resulting from the youth's gang membership and problem behaviors.

The first meeting of the ongoing psycho-educational multi-family group follows the workshop by one or two weeks; its format includes a bi-weekly meeting schedule, 1 1/2 hour session length, leadership by two facilitators and participation by 5-8 youth and their families. In most instances, the decision to have a given youth attend is based upon his or her gang status and possibility for disruptive behavior such a group may provoke.

From this point forward, youth are strongly encouraged to attend and actively participate. The task of the facilitator, particularly at the beginning, is to adopt a business-like tone and approach that promotes a calm group climate, oriented towards learning new coping skills and engendering hope.

The MFG's primary working method is to help each family and patient to apply the family guidelines to their specific problems and circumstances. This work proceeds in phases whose timing is linked to the severity of gang involvement of the youth. The approach maintains stability by systematically applying the group problem-solving method, case-by-case, to difficulties in implementing the family guidelines and fostering change.

Practitioners continue to use problem-solving and brain-storming in the MFG to identify and find jobs and social contacts with the youth, to find new ways to enrich their social lives. This process prepares the way for the patient to go on to work on behavior change, which occupies much of the final phase of the MFG process.

COMMUNITY MOBILIZATION

The Advisory Group involves representatives of key organizations and other community leaders within the City of Yakima. It guides implementation of the Plan by 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 Advisory Group must also create and maintain interagency and community relationships that facilitate project development. Advisory Group members will work with residents in the target neighborhoods and community leaders to elicit their ideas and afford them a voice in identifying services and activities in the community. The committee will facilitate the development of community groups including but not limited to block watches, parent support groups, or other community alliances and coalitions.

Community residents in the target area(s) will be offered programs and training to educate parents, business owners, and neighborhood groups about gangs. In the first 3 years of implementation Community Mobilization efforts will focus on accomplishing the following strategic actions:

- Increase community partnerships to support expanded school/site-based behavior management.
- Increase student reporting of gang activity, bullying and assaults.
- Increase the community's awareness of the gang problem.**
- Identify and expand safe places for youth self expression (i.e., artistic, cultural, recreational).
- Decrease or prevent classroom overcrowding.
- Increase cultural awareness and tolerance.
- Expand opportunities for early non-violence education for youth.
- Expand truancy management to include neighborhood-based monitoring.
- Improve applied family management skills.**
- Enhance and expand single parent and nontraditional family support networks.
- Expand interagency cooperation.**
- Establish interagency coordinating entity.**
- Expand graffiti abatement with increased community partnerships.**
- Develop and implement anti-graffiti curriculum.
- Increase access and utilization of mental health services.**
- Establish annual awareness campaign targeting priority problem behaviors. (i.e., Kids Without Guns)
- Engage/increase community in reporting drug related juvenile offenses.
- Expand and enhance Gang/Drug Tip Hotline to include texting and social mediums. (i.e., Twitter)

- Increase Block Watch participation in target neighborhoods.**
- Expand and enhance neighborhood based volunteerism targeting youth development programming.**
- Educate and inform citizens how to report gang crimes.

**Indicates existing community resource

OPPORTUNITIES PROVISION

Opportunities Provision refers to the development of a variety of specific education, training, and employment programs targeting at-risk and low level gang-involved youth. Special access to economic opportunities in the local and wider community must be provided for targeted youth including job-related education opportunities such as special educational and vocational skills and readiness training structured within regular schools, training programs, and mainstream job opportunities.

Education, training, and job opportunity strategies should be 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 can be involved through the sponsorship of training, tutoring, remedial education, vocational, and job development/placement programs for targeted youth.

The City Administration and the City Council should prioritize funding of existing, effective, promising programs that establish targets for outcomes and outputs in a coordinated and collaborative manner with the City's funding source, i.e. Parks and Recreation, Police Department or private foundations. In addition, the City should enter into collaborative funding ventures only in instances where the partner has provided assurances regarding the use of evidence based programs and adherence with the core operating principles adopted by the GFI Advisory Group. The **Resource Directory** mentioned in the previous section is intended to create a neighborhood-based inventory of gang prevention and intervention programs and activities closely aligned with GFI's core operating principles and utilization of evidence-based programs. The directory may also assess which programs in the community have had internal or external evaluations completed and analyze evaluation results in order to develop criteria for future funding of promising prevention and intervention programs and activities.

The **Planning and Development** and **Implementation Committees** should work collaboratively in the priorities described above and in initiating activities that target the following strategic actions:

- Improve Parent/Youth communication.
- Increase utilization of modern technological mediums including social networking in anti-gang activities.**
- Increase personal discipline, leadership and team playing skills among Yakima youth.**
- Increase opportunities for personal story telling through drama, writing, talking circle as a means for healing, hope giving.**
- Identify and expand opportunities for youth self expression (i.e., artistic, cultural, recreational).

- Facilitate school reentry.**
- Expand structured out-of-school programming.**
- Expand gun safety education opportunities for youth.**
- Increase target youth understanding of risks associated with substance abuse/misuse.**
- Identify and expand youth supported suppression activities.
- Increase target youth understanding of risks associated with guns and violence.
- Identify and expand community supported suppression activities.

***Indicates existing community resource*

Prevention partnerships should focus on promoting programs that have outcomes that are effective and reflect a direct impact on gangs and at-risk youth's ability to make positive choices. Therefore, the Advisory Group should build capacity by having the City co-sponsor with local foundations workshops and community forums on evaluation methods and evidence-based programming. In addition, the GFI Advisory Group should establish criteria for providing endorsement with reviews every two years to make sure that partner agencies are responsive to changes within target service areas and clients.

Finally, the Steering Committee recommends that the City Administration and City Council strongly support the GFI's effort to set up coordinated partner driven activities in the targeted neighborhoods. Coordination should be institutionalized within every City department to include practices, partnerships and/or technology that will support positive youth development. In addition, the City should establish cross-departmental communication procedures with City Departments to proactively address gang issues. The Steering Committee further recommends that the City establish formal agreements with community based organizations (inclusive of Faith Based groups) that support the City's effort to effectively impact gang activity. City departments should work with community organizations to enhance funding applications. The Advisory Group will monitor progress and, through the Implementation Committee, regularly generate reports for the City's Public Safety Committee.

Intervention Priorities

A fully integrated behavioral health model is required in order to effectively intervene in the gang problem. This would include a partnership among schools, law enforcement, social and behavioral health services and outreach agencies. It is especially critical that outreach agencies work collaboratively with referral based agencies. Collaboration, rather than coordination, raises the partnership to a level of equal responsibility and advisement of recommended programs. Coordination alone often results in compartmentalizing each agency's role and leaves no one with a global understanding of the problem.

What is known about at-risk youth is that gang participation often begins in 5th or 6th grade. Because of the age factor, cognitive behavioral approaches are inappropriate and ineffectual. What we seek are culturally and developmentally appropriate interventions and the need for deeper engagement by schools in identifying at-risk youth. First generation parents, who may feel that participating in therapy for their family is unacceptable, often welcome school counselors' interventions. However, while school counselors may work with the residual effects of gang activity

(e.g., misbehavior, fights, inappropriate clothing, etc.) and are in a position to easily identify gang members, they are not working with outside agencies on gang issues, becoming a major barrier since the majority of Yakima's agencies are referral based. These agencies rely on clients either seeking assistance or being referred to them by other entities. This greatly limits the accessibility of services for people who are presently alienated from mainstream interventions. Additionally, the few agencies that are outreach-based do not appear to work closely with referral-based agencies. This is an important connection because as gang members are identified in outreach programs they may need to be referred to another agency better suited for the client's needs. If the two agencies do not collaborate, the client may feel that he is being passed off to another set of strangers, repeating the same personal information to a therapist who knows very little about him and his situation and thus he will be more likely to drop out of the program.

The following intervention actions are recommended by the Advisory Group:

- Expand trauma intervention services for victims, families and perpetrators.**
- Establish immediate response protocol for schools.
- Enhance and expand peer to peer support network.**
- Expand access to transitional support services.**
- Enhance and expand early learning practices to create school attachment or readiness.**
- Expand integrated youth monitoring system to include family, school liaison, and social/behavioral services network.
- Improve coordination between mainstream social/behavioral services and neighborhood associations.
- Increase application of diversion options with graffiti offenders.
- Decrease attitudes favorable to graffiti.
- Establish a youth violence court.**
- Enhance coordination between social/behavioral services and juvenile court.**
- Decrease youth attitudes favorable to weapons.
- Increase/improve outreach and referral rates with target youth.**
- Increase/improve outreach & referral rates with target youth (gang involved).**
- Expand and enhance gun and ammo surrender programs.**

***Indicates existing community resource*

The Advisory Group also recommends the development of a Youth Development Team to facilitate identifying youth who would benefit from the services made available via the YFDC.

SUPPRESSION

A strong targeted law enforcement presence was seen as fundamental to the mission of stemming violence. Targeting high-incidence areas and deploying the same officers to those areas for an extended period of time was considered essential. Effective suppression has been built on gathering and organizing intelligence information on youth gangs and their members. Increased intelligence coupled with specially trained law enforcement officers are better able to recognize gang problems and respond immediately. The specialized unit is also able to communicate with gang members in a positive way.

As the community continues to drive greater and more effective prevention and intervention efforts, the more costly suppression resources are better managed and deployed targeting the most

violent and chronic offenders. Furthermore, Police departments support prosecution by ensuring that judges are aware of the gang affiliations of defendants before sentencing. This translates into a more effective judicial process that reserves limited detention space for the most violent and chronic offenders.

Targeted Emphasis Patrols

The Steering Committee recommends the City of Yakima expand the Targeted Emphasis Patrols as they serve to increase visibility, and awareness that the police are in the area and prepared to act. Targeted Emphasis Patrols can be characterized as an increase in either the certainty or severity of official police reaction to gang activity in a specific area. Targeted Emphasis Patrols are proactive and have been effective in addressing general crime problems in addition to the gang targets in and around Yakima.

With the recently established Yakima County Gang Court, a multiagency approach to targeting current gang members with suppression measures while also targeting entire gangs with police suppression is now possible. Enhance coordination can be achieved through **Targeted Enforcement Teams** consisting of gang unit investigators, a probation officer, a deputy district attorney, and a district attorney investigator. The teams will work together to selectively incarcerate the most violent and repeat older gang offenders in the most violent gangs, enforce probation controls on younger, less violent gang offenders, and arrest gang leaders in “hot spots” of gang activity. Once offenders are identified, they are monitored closely for new offenses and undergo intensive supervision when on probation for violation of probation terms and conditions.

The following suppression actions are also recommended for the Targeted Enforcement Team by the Steering Committee:

- Expand perpetrator sanctions to include parents/legal guardians.
- Expand the application of immediate sanction as per protocols. (TBD)
- Expand and enhance truancy patrols and re-engagement strategies.
- Increase parental notification and response.**
- Increase citations for graffiti violations.**
- Identify and expand youth supported suppression activities.
- Improve overall public awareness and approval of suppression strategies.**
- Increase citations for weapons violations.**
- Increase # YPD Officers/1000 population to Western States Standard (1.8) or National Standard (2.4)—special emphasis on Gang Unit.**
- Identify and target top 10% most violent, chronic and serious juvenile drug offenders.
- Identify and target top 10% most violent, chronic and serious juvenile offenders.
- Expand routine emphasis patrols in high crime neighborhoods.**

***Indicates existing community resource*

ORGANIZATIONAL CHANGE & DEVELOPMENT

The policies and practices of organizations, particularly of agencies providing Intervention Team members and partnering in the provision of services must accommodate the goals and objectives of the Action Plan. Each program, agency, or community representative on the Advisory Group will ensure that its internal units are cooperating with one another and supporting the work of the Intervention Team.

Professional development and training for the Intervention Team will be conducted for the different types of team participants separately and collectively. Training will focus on data sharing, joint planning, and intervention activities. Special training, close supervision, and administrative arrangements will also be established for outreach workers and law enforcement to support their collaborative roles.

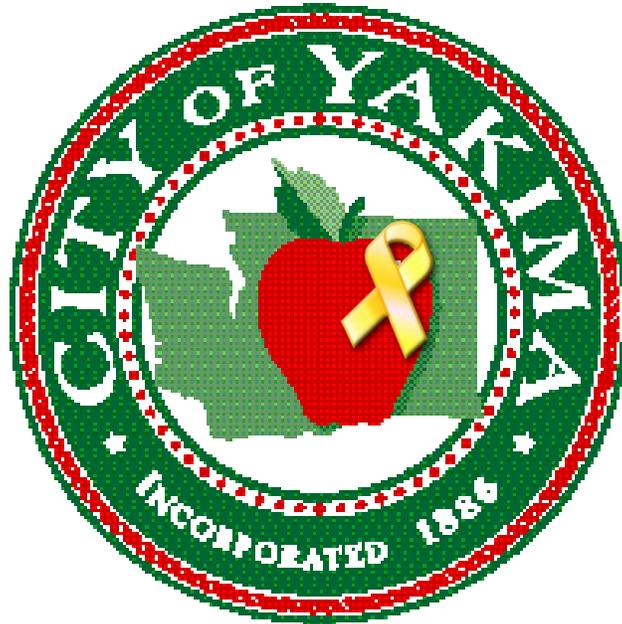
Organizational policies and practices should become increasingly inclusive and community-oriented. Awareness of the interests, needs, and cultural backgrounds of local residents and target youth will be emphasized throughout the change process. Driven primarily by the Advisory Group Planning and Development Committee, Organizational Change and Development activities will target the following strategic actions:

- Improve application of existing policies and procedures.
- Achieve 100% implementation and utilization of Anti-bullying Policies.
- Increase family participation in site-based school management. (PTO)**
- Expand and enhance Zero Tolerance policies targeting youth violence.**
- Increase PSA's promoting alternatives to truancy and academic failure.
- Institute Truancy Patrol and Transition Center.**
- Support the expansion and enhancement of Community Youth Development.
- Establish short-term, mobile art structures for youth.
- Establish a graffiti hotline.
- Increase laws applicable to weapons crimes.
- Implement county juvenile youth/gang court.**
- Establish formal mechanism for informing City Council.
- Enhance and expand (Prioritize) enforcement of existing drug laws.
- Assign Juvenile Probation Officer position to YPD
- Establish a clearly defined role for the City of Yakima and YPD in expansion of the juvenile courts to include a Gang Court.**
- Increase juvenile probation/parole capacity to meet city/county demand.
- Enhance and expand (Prioritize) enforcement of existing gun/weapons laws.

***Indicates existing community resource*

APPENDIX A
GANG FREE COMMUNITY PROFILE
(including Data Workbook)

***The City of Yakima Gang Free Initiative:
Community Profile***



July 27, 2011

2011 City of Yakima Community Profile

A comparative analysis of the social, economic and environmental influences supporting the existence of youth gangs and associated problem behaviors.

Produced and Funded by

The City of Yakima

and

Yakima City Council

Under the supervision of

The City of Yakima Gang Free Initiative Steering Committee

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Co-Chair Kathy Coffey, Council Member

Co-Chair Dave Ettl, Council Member

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With research and development support provided by

Magallan Consultancy

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OFFICE OF THE MAYOR
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Dear Community Stakeholder:

The Yakima City Council is pleased to present the 2011 City of Yakima Gang Free Initiative Community Profile. The report is the product of the hard work and dedication of several community partners. We appreciate all of the people and organizations that assisted in the production of this research.

The City of Yakima is experiencing increases in juvenile crime, violence, delinquency and academic failure largely due to the resurgence of street gangs. The influence of any one gang has regional implications due to mobility and the availability of social networking technology. As a result, these gangs and their behaviors plague cities, neighborhoods, and streets throughout the Yakima Valley.

In response to concerns about the growing presence of gangs and gang crime in our community, the Yakima City Council authorized the development and implementation of a "City of Yakima Gang Free Initiative" (GFI). The GFI is based on the core strategies of the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Comprehensive Gang Model. This model and other *Best Practices* are being used by communities across the country to effectively address gang crime and violence.

The Yakima City Council is committed to the development and implementation of a citywide comprehensive anti-gang strategy. With the assistance of the GFI Steering Committee, and with facilitation and technical assistance from Steve Magallan, the City has developed and identified service programs that will address the most pressing needs and problems.

The information contained herein provides measurable data that can be used to focus our efforts in the most productive ways and to maximize our existing resources. Moreover, this report represents our continuing commitment to increasing and intensifying prevention efforts in the City of Yakima.

Sincerely,

Micah Cawley

Mayor

2011 City of Yakima Community Profile

A comparative analysis of the social, economic and environmental influences supporting the existence of youth gangs and associated problem behaviors.

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City of Yakima Gang Free Initiative

Vision Statement:

The vision of the GFI is to create a safe, peaceful, gang-free community resulting in a high quality of life for our families.

Mission Statement:

The City of Yakima Gang Free Initiative will engage the community to develop suppression, prevention and intervention strategies that support and promote positive youth development.

Introduction

The City of Yakima is committed to engaging partner organizations and providing the necessary resources to support a comprehensive anti-gang strategy. The Gang Free Initiative, commissioned by the Yakima City Council, is pleased to provide this tool in the fight against youth gangs and associated problem behaviors.

The information contained herein will assist our community partners to advance coordination of services, encourage the application of proven strategies, and improve opportunities for funding. We endeavor to expand and enhance the programs and activities that suppress, intervene and prevent youth gang activities while promoting the vigorous development of our youth.

The 2011 Community Profile is produced for the benefit of key community stakeholders, policymakers and service providers. This profile presents data and analysis to support the development of a citywide anti-gang approach to reducing juvenile crime and violence in Yakima.

Methods & Rationale

The city of Yakima has witnessed a sharp increase in juvenile crime, violence, delinquency and academic failure largely due to the resurgence of street gangs. The influence of any one gang has regional implications due to mobility and exploitation of social networking technology unavailable in the 80s and 90s. Youth gangs and their behaviors have plagued our cities, neighborhoods and streets—particularly hardest hitting the Hispanic/Latino community.

In response to concerns about the chronic presence of gangs and gang crime in our community, in November 2009, the Yakima City Council, led in part by then Council Member Sonia Rodriguez directed City Staff to develop a framework for the implementation of a “City of Yakima Gang Free Initiative,” (GFI). The proposed City of Yakima GFI is based on the five core strategies of the Office of Juvenile Justice and Delinquency Prevention’s (OJJDP) Comprehensive Gang Model. This model and other *Best Practices* are being used by communities across the country to effectively address gang crime and violence.

The City Council has taken the lead in bringing about the development of a citywide comprehensive anti-gang strategy. The Council, through the institution of the GFI Steering Committee, has adapted the OJJDP Comprehensive Gang Model to develop service programs that will address the most pressing needs and problems. The program design and implementation schedule represents an organized and logical sequence of activities within the context of the Model divided into six phases. Each phase was implemented by the GFI Steering Committee with facilitation and technical support provided by Steve Magallan of Magallan Consultancy.

Phase 1: Readiness (1 to 3 months): Readiness refers to the stage at which a community has the willingness to engage in a particular initiative, understanding of the effort necessary to achieve success, and has dedicated the core resources to set the initiative in motion.

Phase 2: Capacity (3 to 6 months): Community capacity is the collective ability of residents to respond to stresses, create and take advantage of opportunities, and meet the needs of the community by drawing on as much local capital as possible.

Phase 3: Assessment (6 to 9 months): A comprehensive community assessment examines the strengths and challenges of a community. The assessment process also serves to identify and frame a problem around the root causes also known as risk factors. Additionally, the assessment process reveals limitations in our current approach by aligning existing resources with needs.

Phase 4: Planning (3 to 6 months): The planning process establishes the overall direction we wish our initiative to take over the longer term with careful consideration of the activities and resources required to achieve your goals.

Phase 5: Implementation (TBD): Implementation refers to the execution strategy of the activities outlined in the Comprehensive Anti-Gang Strategy.

Phase 6: Evaluation (ongoing): Evaluation is the systematic acquisition and assessment of information to provide useful feedback about our initiative.

Targeting the greater city of Yakima with special emphasis on “hubs” of gang activity in three neighborhoods, the GFI has set out to ***implement comprehensive anti-gang strategies and efficiently coordinate the resources and activities that support them, thereby reducing gang***

activity in targeted neighborhoods. Under the goals of 1) Establish the ***OJJDP Comprehensive Gang Model*** as the operating system and 2) Reduce youth crime, violence, delinquency and academic failure through the prevention, intervention and suppression of youth gangs the GFI Steering Committee has completed this community profile to guide development of our core strategies: Community Mobilization, Opportunities Provision, Social Interventions, Suppression and Organizational Change and Development.

Yakima Gang Free Initiative Strategic Planning Matrix

<i>Readiness</i>		OJJDP Comprehensive Gang Model				
<i>Readiness</i>		Community Mobilization	Social Interventions	Opportunities Provision	Suppression	Organizational Change & Development
SAMHSA's Strategic Prevention Framework	Assessment	<ul style="list-style-type: none"> Identify root causes (risk factors). Solicit community input through neighborhood specific town hall meeting series. Launch public awareness campaign. 	<ul style="list-style-type: none"> Conduct comprehensive inventory of existing community resources. Align current efforts with identifiable needs. Analyze resources for appropriateness, cultural competency, and sustainability. 	<ul style="list-style-type: none"> Conduct comprehensive inventory of existing community resources. Align current efforts with identifiable needs. Analyze resources for appropriateness, cultural competency, and sustainability. 	<ul style="list-style-type: none"> Conduct comprehensive inventory of existing community resources. Align current efforts with identifiable needs. Analyze resources for appropriateness, cultural competency, and sustainability. 	<ul style="list-style-type: none"> Hire and train Program Director/Coordinator. Create epidemiologic profile of the community to better understand the source and cause of the youth gang problem. Align current efforts with identifiable needs. Conduct comprehensive review of policies, procedures & ordinances.
	Capacity	<ul style="list-style-type: none"> Acknowledgement of the youth gang problem. Identify and mobilize key stakeholders under a shared vision. Empower steering committee with clear mission and directives. Secure commitments of capital to support strategic planning. <ol style="list-style-type: none"> <i>Human Capital</i> <i>Social and Cultural Capital</i> <i>Physical Capital</i> <i>Financial Capital</i> Initiate training series in comprehensive strategic planning, community mobilization and assessment. 	<ul style="list-style-type: none"> Secure commitments of capital to support Social Intervention Activities: <ol style="list-style-type: none"> <i>Human Capital</i> <i>Social and Cultural Capital</i> <i>Physical Capital</i> <i>Financial Capital</i> 	<ul style="list-style-type: none"> Secure commitments of capital to support Opportunities Provision Activities: <ol style="list-style-type: none"> <i>Human Capital</i> <i>Social and Cultural Capital</i> <i>Physical Capital</i> <i>Financial Capital</i> 	<ul style="list-style-type: none"> Secure commitments of capital to support Suppression Activities: <ol style="list-style-type: none"> <i>Human Capital</i> <i>Social and Cultural Capital</i> <i>Physical Capital</i> <i>Financial Capital</i> 	<ul style="list-style-type: none"> Adopt a timeline for completion of remaining tasks and delivery of products. Establish strategic planning workgroups and meeting schedule. Initiate search for Program Director/Coordinator.

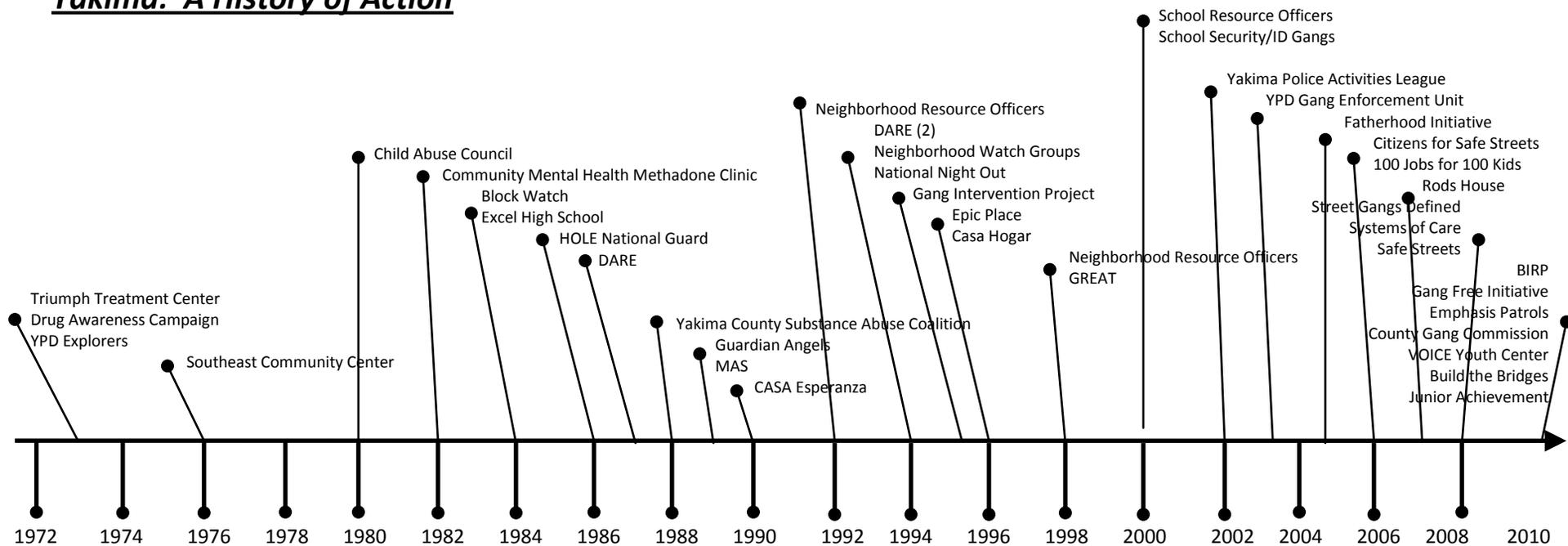
	Planning	<ul style="list-style-type: none"> • Draft preliminary Comprehensive Plan and solicit input through town hall meetings. • Finalize Comprehensive Strategy for a Gang-Free Yakima (The Plan). 	<ul style="list-style-type: none"> • Determine objectives for Social Intervention. • Identify and/or tailor activities to each objective and assess cultural competency. • Outline implementation activities and determine measurable outcomes for each strategy. 	<ul style="list-style-type: none"> • Determine objectives for Opportunities Provision. • Identify and/or tailor activities to each objective and assess cultural competency. • Outline implementation activities and determine measurable outcomes for each strategy. 	<ul style="list-style-type: none"> • Determine objectives for Suppression. • Identify and/or tailor activities to each objective and assess cultural competency. • Outline implementation activities and determine measurable outcomes for each strategy. 	<ul style="list-style-type: none"> • Determine objectives for Organizational Change and Development. • Incorporate The Plan into the public awareness campaign. • Adopt a timeline for implementation.
	Implementation	<ul style="list-style-type: none"> • Update public awareness campaign to educate and inform the community on implementation activities. 	<ul style="list-style-type: none"> • Identify and prioritize required resources for implementation. • Create short- and long-term sustainability strategies. • Secure commitments for resources to support implementation. • Execute required service contracts, agreements, and/or MOUs. 	<ul style="list-style-type: none"> • Identify and prioritize required resources for implementation. • Create short- and long-term sustainability strategies. • Secure commitments for resources to support implementation. • Execute required service contracts, agreements, and/or MOUs. 	<ul style="list-style-type: none"> • Identify and prioritize required resources for implementation. • Create short- and long-term sustainability strategies. • Secure commitments for resources to support implementation. • Execute required service contracts, agreements, and/or MOUs. 	<ul style="list-style-type: none"> • Identify and prioritize required resources for implementation. • Create short- and long-term sustainability strategies. • Secure commitments for resources to support implementation. • Execute required service contracts, agreements, and/or MOUs.
	Evaluation	<ul style="list-style-type: none"> • Establish process evaluation protocols. • Establish outcome evaluation protocols. • Establish impact evaluation protocols. • Incorporate findings into public awareness campaign. 	<ul style="list-style-type: none"> • Establish process evaluation protocols. • Establish outcome evaluation protocols. • Establish impact evaluation protocols. • Incorporate findings into public awareness campaign. 	<ul style="list-style-type: none"> • Establish process evaluation protocols. • Establish outcome evaluation protocols. • Establish impact evaluation protocols. • Incorporate findings into public awareness campaign. 	<ul style="list-style-type: none"> • Establish process evaluation protocols. • Establish outcome evaluation protocols. • Establish impact evaluation protocols. • Incorporate findings into public awareness campaign. 	<ul style="list-style-type: none"> • Establish process evaluation protocols. • Establish outcome evaluation protocols. • Establish impact evaluation protocols. • Incorporate findings into public awareness campaign.

The City of Yakima

May 31, 2010 was the end of an abnormal holiday weekend in Yakima. By most accounts the weekend will be remembered for its depressing rains, below average temperatures and for being very much out of character for the mostly sunny and largely rural region in Washington State—best known for its apples and award winning wines. However, for one family Memorial Day will live forever in their memories as the day their son was brazenly gunned down in their own front yard. Daniel, at just 18 years of age, was **shot 10 times in broad daylight** by multiple members of a rival gang while children played just steps from where he fell. Shots rang out again just a few hours later and a few miles away from Daniel that left a 20 year old man fighting for his life in an entirely unrelated act of violence.

Shocking indeed, these events are indicative of the staggering rise in violent crimes and in a ruthless nature lurking in and around the city of Yakima. The summer months have traditionally been known for higher violent crime rates as days are longer and the pleasant temperatures keep people outside later. However, Yakima had already taken on the gang problem with much success. Like most communities around the country, the 1980's and '90s were characterized by high juvenile crime and violence largely attributed to gangs. And, like most communities, the City saw dramatic decreases in juvenile crime as a result of increased youth programming and beefed up suppression efforts. Juvenile crime, in fact, continues to fall in and around Yakima yet **gang-related indicators such as violent crimes, weapons and drug related offenses are rising at staggering rates.**

Yakima: A History of Action



Juvenile Crime Act (1968)

*Spergel Gang Intervention & Suppression
Comprehensive Strategy*

Rural Gang Initiative

Community Approach to Gangs

Juvenile Crime Act Revised

Gang Free Communities & Schools

Gang Reduction Program

CORRESPONDING FEDERAL INITIATIVES

The Gang Free Initiative

The City of Yakima has been engaged in gang *intervention* and *prevention* efforts for several years. Those efforts have been implemented directly through the Yakima Police Department, or through partnerships with agencies such as the Yakima School District (school resource officers), OIC through the gang prevention/intervention efforts at the Southeast Community Center, and several other programs. These programs have been successful in reaching thousands of Yakima youth and providing them with education and experiences designed to keep them on a productive life path.

Additionally, *suppression* efforts by the Yakima Police Department have been stepped up and modified by the department over the past five years. As a result of these enhancements to the City's *suppression* efforts, many successful prosecutions for crimes related to gang activity have occurred, and more importantly, the statistics demonstrate a continuing decline of crime per capita in most areas. Given our community experience with gangs and gang related crime, we have reached the following driving assertions:

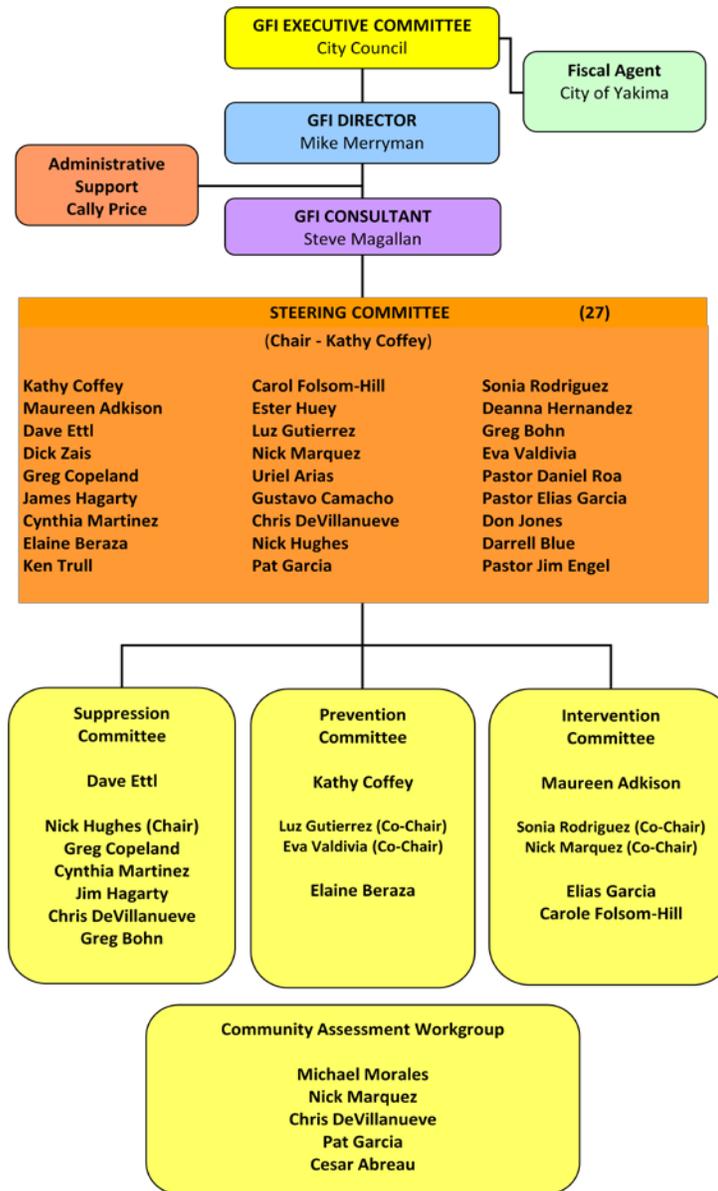
- The gang problem is not one which we can arrest our way out of and sustain success.
- Success in addressing the gang problem will require the engagement of community members, social service providers and the faith based community.
- Additional resources and greater coordination is required in the areas of suppression, prevention and intervention.
- Greater coordination among the City's efforts, and those of other agencies engaged in suppression, prevention and intervention is required.

Past and present *suppression, prevention and intervention* efforts directed at gang crime and violence have been substantial, but unbalanced and uncoordinated. The community's willingness and ability to adequately fund efforts intended to eliminate and/or reduce gang activity in Yakima has presented a constant challenge. That challenge has largely been how to effectively deploy personnel and resources in a manner that achieves the desired outcome(s) expected by the community we serve.

Figure 1 outlines the basic organizational structure under which the GFI Steering Committee will operate. This Steering Committee, comprised of approximately 27 local stakeholders, will work closely with the GFI Consultant. The Steering Committee will focus their efforts on furthering the GFI objectives via various tasks as they relate to the reduction of gang related crimes and activity within the City. The City Council will serve as the GFI Executive Committee. The GFI Steering Committee will report to the Council on the progress of the GFI efforts on a regular basis. The Steering Committee will set policy and oversee the functions of the Suppression, Prevention and Intervention Committees. The three committees will be convened by a City Council representative.

In January, 2010, the Council considered options including, but not limited to, the development of a new GFI project. Discussions revolved around how to staff, manage, direct, or otherwise facilitate the development of a strategy or strategies to address gang issues. In considering available resources and staff capabilities, the City Manager and Police Chief determined that Lieutenant Mike Merryman be designated as the principal staff person dedicated to the GFI effort. This was formally announced to the City Council during the March 2 GFI briefing.

Figure 1: GFI Organizational Chart



Understanding the need for specialized expertise and additional capacity to sustain the GFI effort, City Council approved the hiring of a GFI “Consultant” to assist with the development and implementation of the GFI strategies, including the critical element of community engagement. The GFI Consultant will be funded out of the General Contingency Fund through a Professional Services Contract through September 30, 2011. Funding of this resource beyond 2011, including the possibility of outside resources, will be examined as part of the annual budget development process.

As part of early GFI efforts in public engagement, the City of Yakima Gang Awareness Campaign was launched on April 10, 2010 with the showing of a one-hour TV special called, “Gangs – Taking Back our Community” on local stations KYVE, KAPP, KNDO, KIMA, and KCYU. A few days later, a related

public service ad campaign was launched utilizing television, radio and print media. Through both the TV special and the ads that are running now, community members have been encouraged to call local organizations like Yakima County 211 and ESD 105 for help and resources dealing with gang issues.

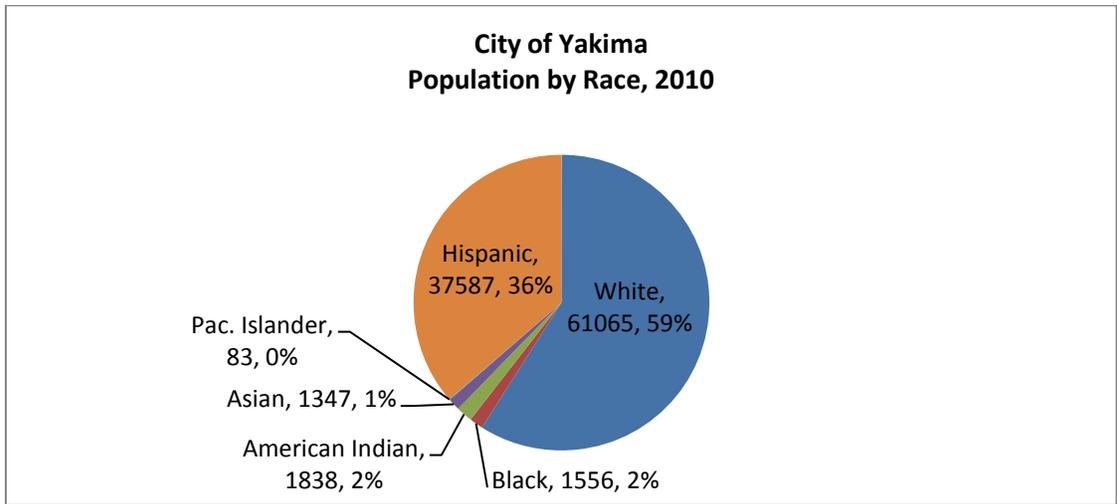
The idea for the Yakima Gang Awareness Campaign was developed last year as part of an effort by Council Member Coffey to bring together representatives from local government, non-profit agencies, schools, media, law enforcement, and other organizations to discuss how best to inform the community about the negative impacts of gangs in Yakima. Through a series of meetings, the concept of a broad, sustained media campaign emerged as an achievable first step.

The effort to address gang crime and violence in the City of Yakima and make our community safer must be multi-faceted involving members of the community and representatives of our social network, and will require a clear long-term vision and commitment on what needs to be done to make that happen. The role of those involved in this effort must primarily be that of “Vision Casters” and policy setters. The proposed GFI framework outlines the structure in which a Steering Committee will work to carry out the direction of the Council, to “Reduce gang related crimes and activity within the City of Yakima.” The Data Workbook (Appendix A) includes more detailed information on indicators used in the planning process and was used to augment the information summarized below.

Demographics

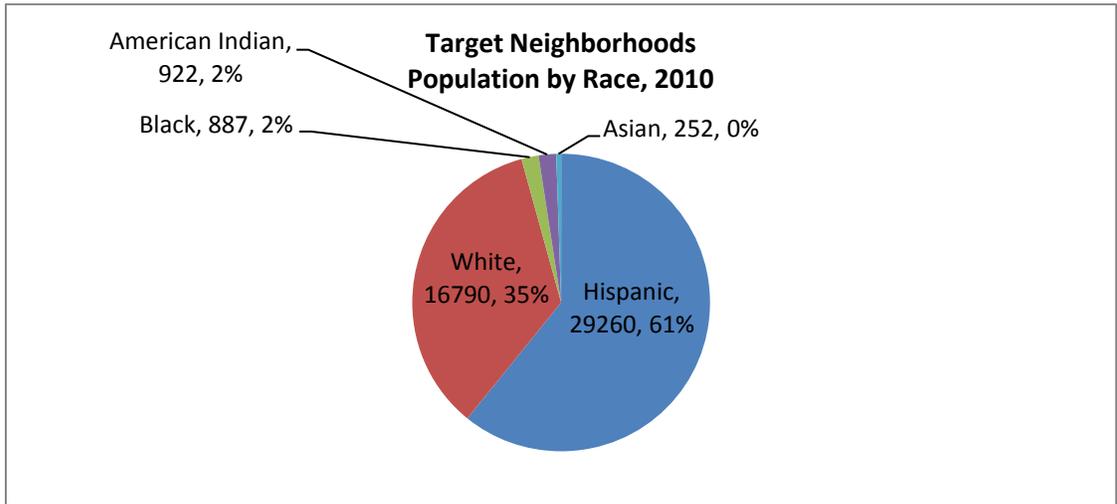
The 2010 Census reported the City of Yakima at 91,067 residents—a 27% increase from 2000. The racial makeup of the city is at 59% White, 3% African American, 3% Native American, and 1% Asian/Pacific Islander. Hispanic or Latino of any race is represented within 41.3% of the total population. The age distribution includes 28% below the age of 18 and 72% at 18 years of age or over. The American Community Survey estimates 34% percent of Yakima households have children under the age of 18 living with them, 44% were married couples living together, 14% had a female householder with no husband present, and 37% were non-families. **About 21% of the population and 15.7% of families are living below the poverty line, including 32% of those under age 18 and 12% of those ages 65 or over.**

Figure 2: Population by Race—City of Yakima.



Source: US Census, 2010.

Figure 3: Population by Race – Target Neighborhoods



Source: US Census, 2010.

One of the primary indicators provided through the SMART system is the Communities Disadvantage Index or CDI. "Community disadvantage" is an index commonly used to summarize the general socioeconomic conditions of an area. The CDI available here combines three weighted census tract measures: the percent of persons living below the federal poverty line, the percent of persons receiving public assistance, and the percent of families with minor children that are female-headed. CDI scores range from 0 to 10, where 10 indicate that the tracts are the most disadvantaged in the country and 0 indicates the least disadvantaged. Table 1 provides the most recent CDI score for the City of Yakima and the targeted neighborhoods.

Table 1: Target Community CDI, 2000.

	Community Disadvantage Index
Yakima Aggregate	7
Yakima Target Neighborhoods	10

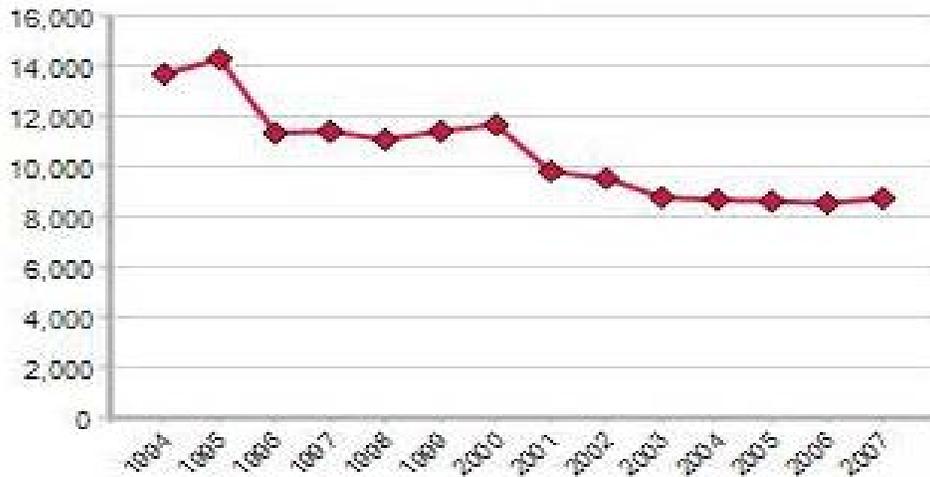
Source: Socioeconomic Mapping and Resource Topography System.

2010 Census population density and housing figures have also been released. Within the city of Yakima population density is decreasing 6.14% to 3,351 per square mile. Total housing units have increased 22% to 34,829—a net increase of 6,186 new homes over the past 10 years. The number of vacant homes has decreased to 1,755 representing a 5% vacancy rate.

Crime & Justice

The Socioeconomic Mapping and Resource Topography System (SMART) system generated a series of juvenile crime indicator trends for Yakima County.

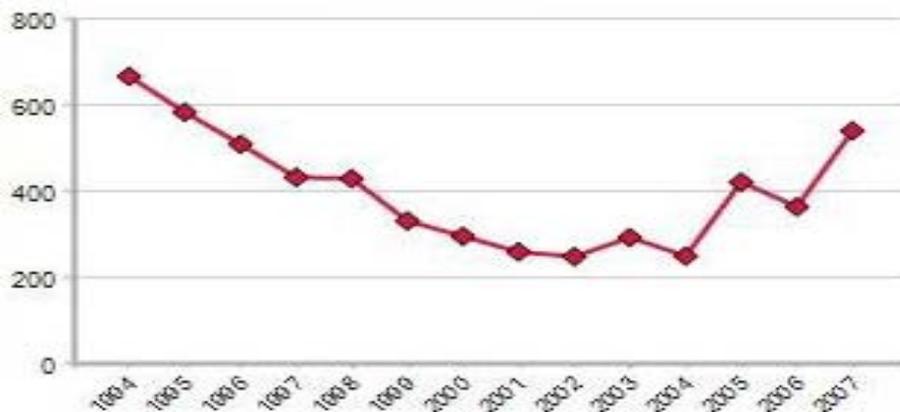
Figure 4: Yakima County Juvenile Arrest Rate



Source: US Federal Bureau of Investigation Uniform Crime Report.

The series clearly demonstrates that while juvenile crime as a whole continues to decline (Figure 4) a resurgence of gang-related criminal activity began as early as 2004 (Figure 5). The cogent trends became most noticeable in 2007 with dramatic spikes in drug abuse, aggravated assault and murder.

Figure 5: Yakima County Juvenile Violent Crime Index

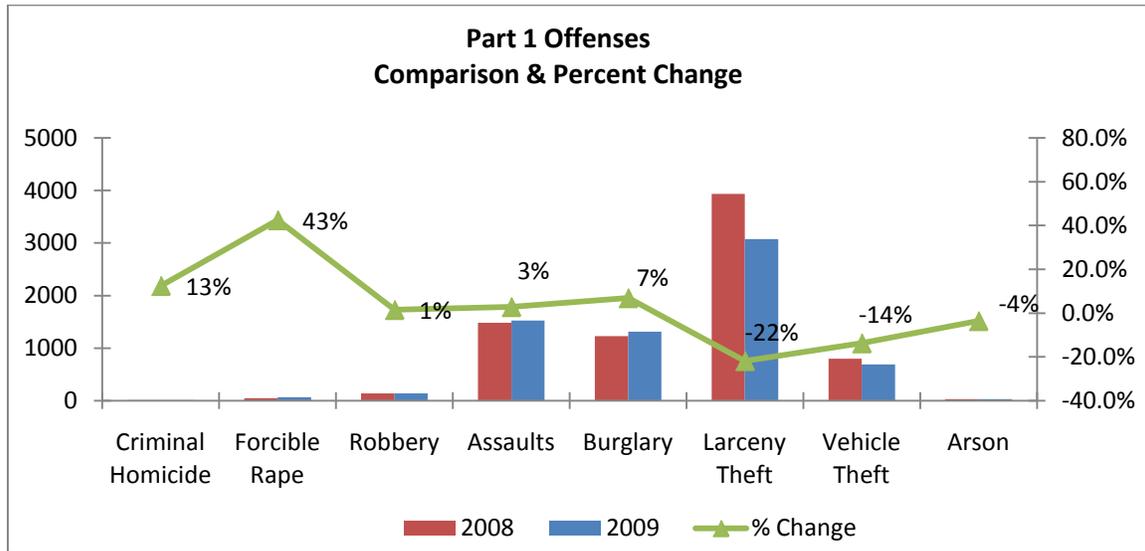


Source: US Federal Bureau of Investigation Uniform Crime Report.

The annual statistics for all Part I (Serious Violent) crimes have been extracted, collated and analyzed using various methodologies and strategies. The following is a summary of crime statistics for the city of Yakima Police Department pertaining to incidents reported between January 1st and December 31st for years 2006 through 2010. The number of violations recorded in 2010 may change due to reclassification, unfounded incidents, and data entry as the Records Management System

(RMS) is constantly updated and there is an active and current backlog of data entry. The data being examined was collected from different sources to include the current RMS; the Monthly Report prepared for the Chief of Police; Crime View version 9.3; DEC and Automated Tactical Analysis of Crime (ATAC).

Figure 6: Part 1 Offenses



Source: Yakima Police Department.

It is no surprise to know that the trend we are seeing is percolating into a core of violent crimes stimulated by the proliferation of gangs, gang members, drug markets, burglaries, car prowls, vandalism as well as the chaotic situation involving weapon violations. This analysis, as well as the charts and graphs below, present a side by side comparison of the violent crimes year to date. The data in Table 2 and 3 reflect a marked increase in violent crimes involving gang and related activities.

Table 2: City of Yakima Violent Crimes

Yakima	2006	2007	2008	2009	2010
ALL ASSLTs	1615	1550	1481	1523	
ROBBERY	160	137	134	136	
RAPE	59	62	47	67	
MURDER	4	7	8	9	14
TOTAL	1838	1756	1670	1735	

Source: Yakima Police Department.

Table 3: City of Yakima Weapons Violations

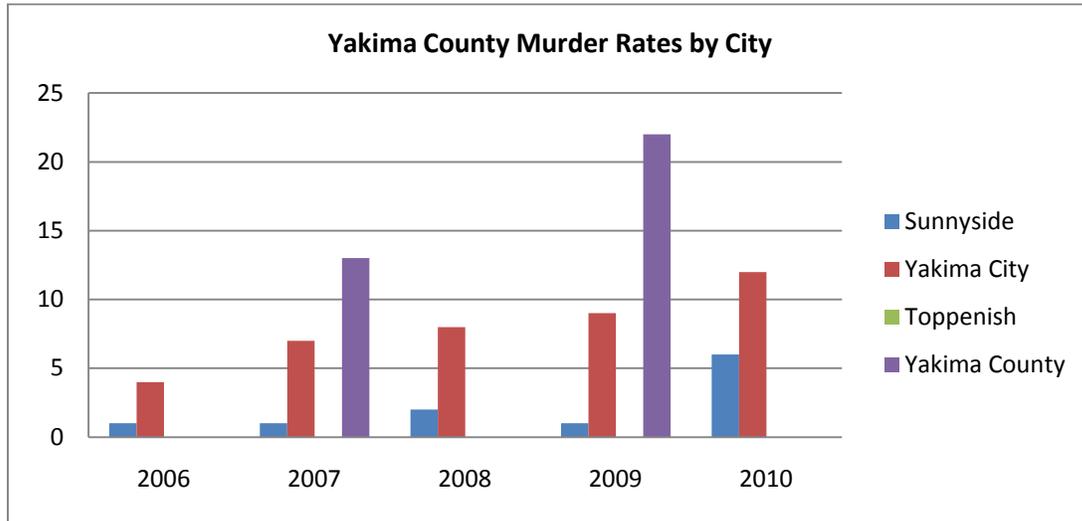
Yakima	2006	2007	2008	2009	2010
All Calls	2142	2052	2376	1794	833
Drive By	--	--	15	46	52
Possession	--	--	24	20	13
Assault	--	--	105	103	105

Shots Fired	--	--	1059	1411	1538
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Source: Yakima Police Department

Figures 7 and 10 illustrate the rising trend in murder rates. It is clear that the bulk of murders and other violent crimes are perpetrated within the Yakima city limits.

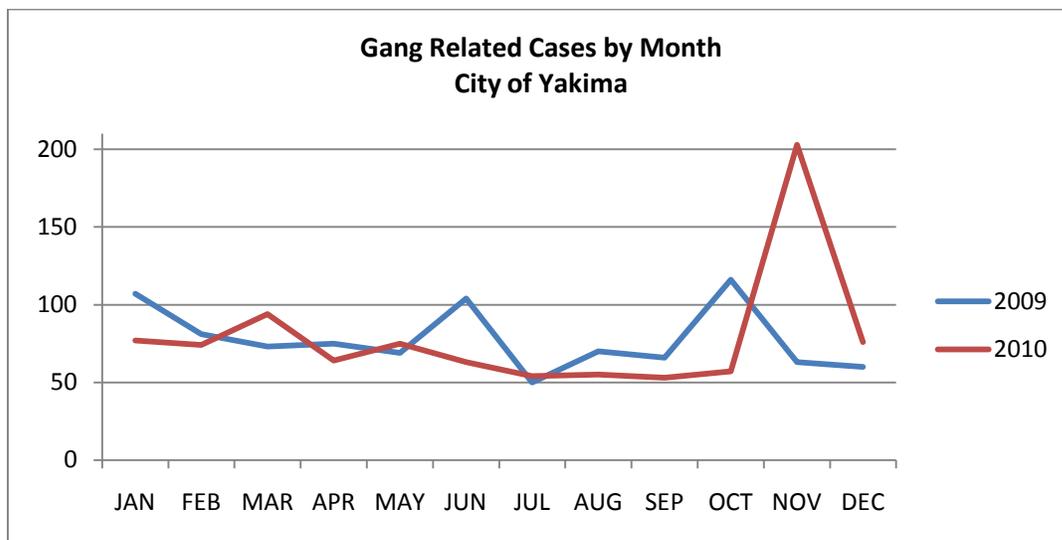
Figure 7: Yakima County Murder Rates



Source: US Federal Bureau of Investigation Uniform Crime Report.

Implementation of various emphasis patrols were the contributing factors for the decline in gang related crimes observed in 2009 and 2010. Figure 9 below indicates the comparative changes by month during calendar years 2009 through 2010.

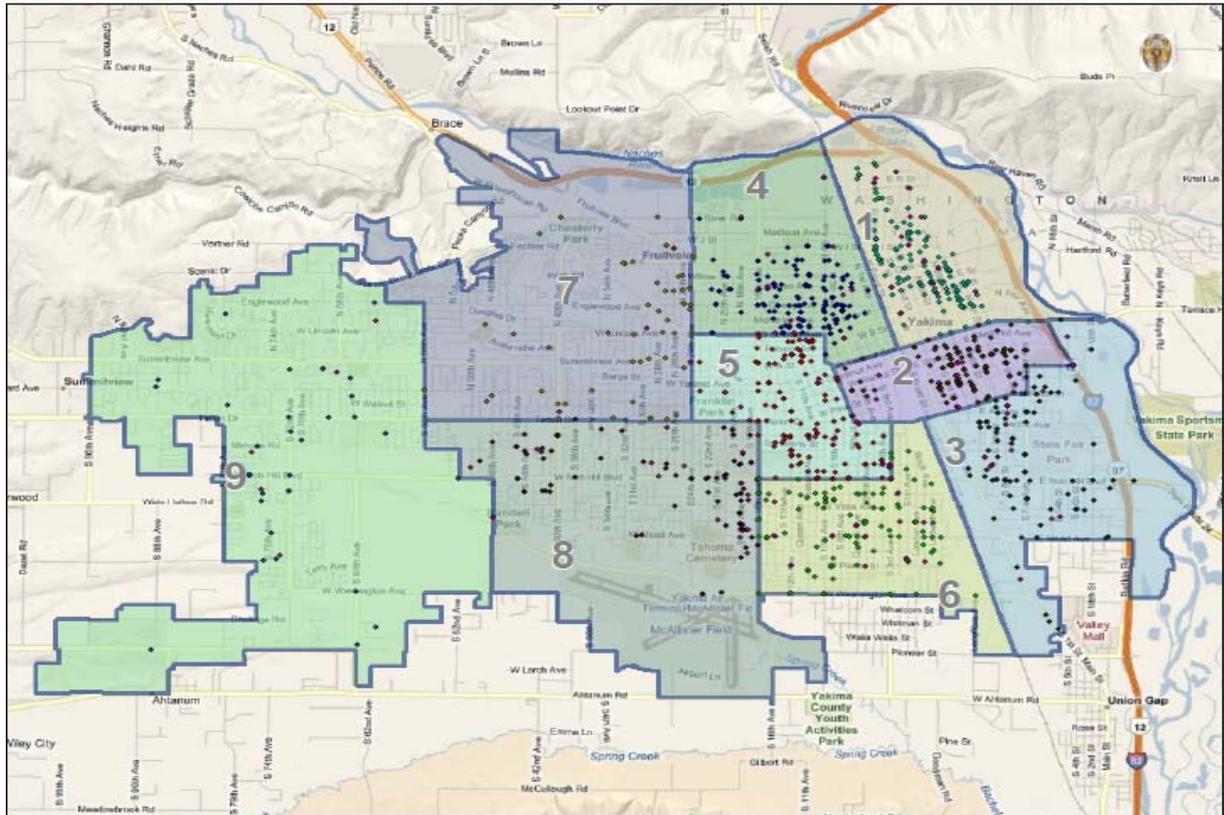
Figure 8: Gang Related Cases by Month.



Source: Yakima Police Department.

The map below depicts the concentration of all weapon calls received within the City of Yakima during 2010. In addition, the maps detailing all homicides within the city of Yakima were prepared for illustration purposes. It is worth mentioning that the majority of homicides during 2010 were concentrated within Police Districts 1, 2, 4 and 5. When compared with the murder rates of Washington's larger metropolitan areas the city of Yakima's murder rate is three times that

Figure 9: 2010 Weapons Calls by District

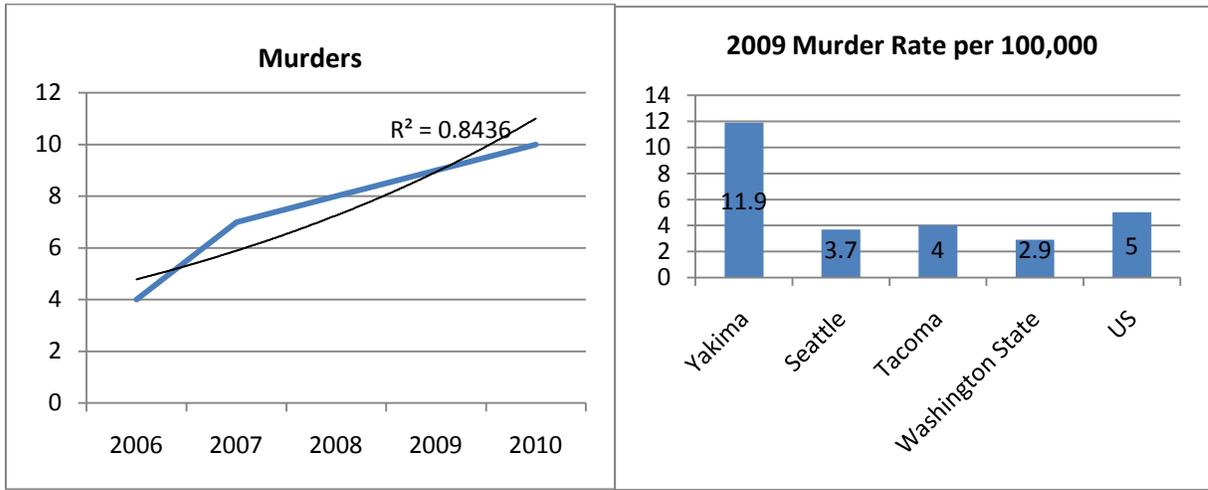


Source: Yakima Police Department.

of Seattle and Tacoma and double the US rate. Finally, the city of Yakima is 354th out of 393 in population but ranks 88th overall in most violent and in the top 15 of most violent US cities with populations between 75,000 and 99,999. (F.B.I. "Crime in the United States 2008".)

These crime figures coupled with a consistently high dropout rate for minorities (48%), extreme child poverty (32%), high unemployment (10.4%), and high substance abuse among youth (Youth AOD arrests: 4.0/1,000 compared to 2.13/1,000 state rate) predict, without intervention, continued increases in youth violence.

Figure 10: Yakima Murder Rate



Source: Yakima Police Department.

The following graphs produced within the SMART system illustrate a consistent theme—the increasing violent nature of Yakima juvenile gangs. Juvenile aggravated assault arrests have increased 125% since 2001 followed by a sharp increase in juvenile drug abuse violations from in 2004 to 2007.

Figure 11: Yakima County Juvenile Aggravated Assault Arrests

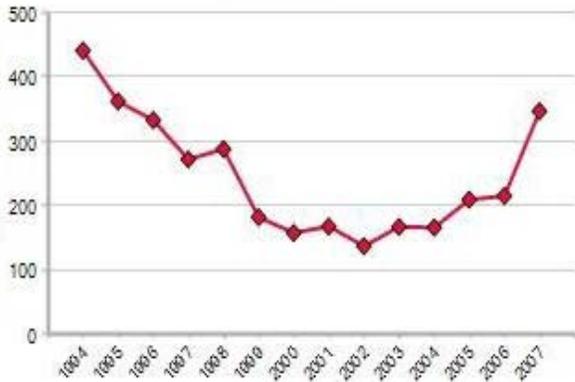
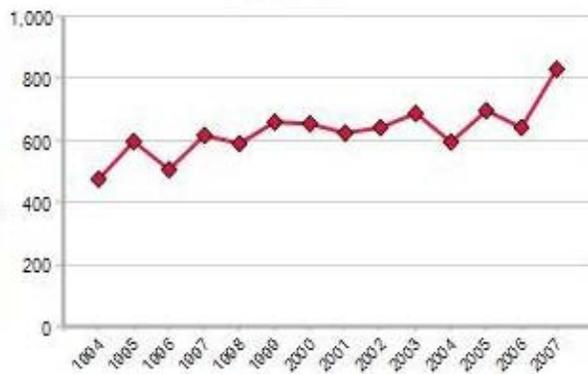


Figure 12: Yakima County Juvenile Drug Abuse Violations



Source: US Federal Bureau of Investigation Uniform Crime Report.

As mentioned previously, the countywide indicators reveal significant decreases in the juvenile murder rate and total violent crimes arrest rate from anti-gang efforts stemming from the 80s and 90s. The current resurgence in gang related crime and violence can be traced back to 2002 and coincides with the sharp increases in county juvenile drug activity—a well known source of gang revenue. (Figures 11 & 12)

Figure 13: Yakima County Juvenile Murder Rate

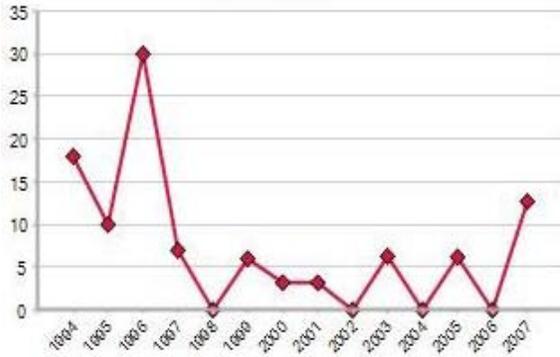
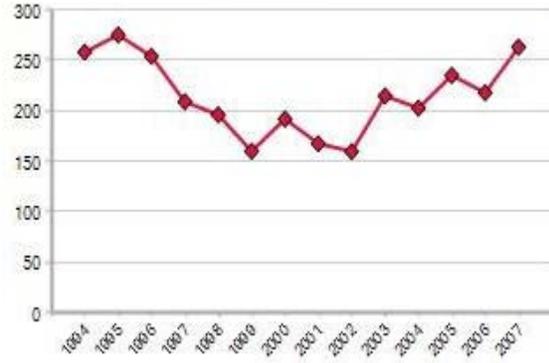


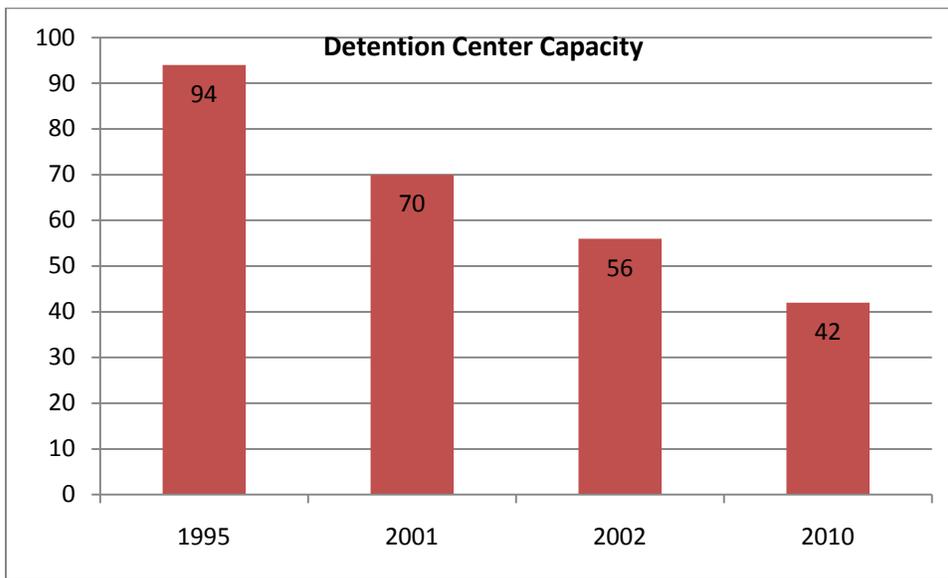
Figure 14: Yakima County Total Violent Crime Index Rate



Source: US Federal Bureau of Investigation Uniform Crime Report.

Yakima County Juvenile Detention was opened in 1995 with a capacity of 94 beds. Over the past 15 years the detention center capacity has fallen to 42—a 55% reduction. Figure 16 shows the steady decline in capacity over time.

Figure 15: Detention Center Capacity



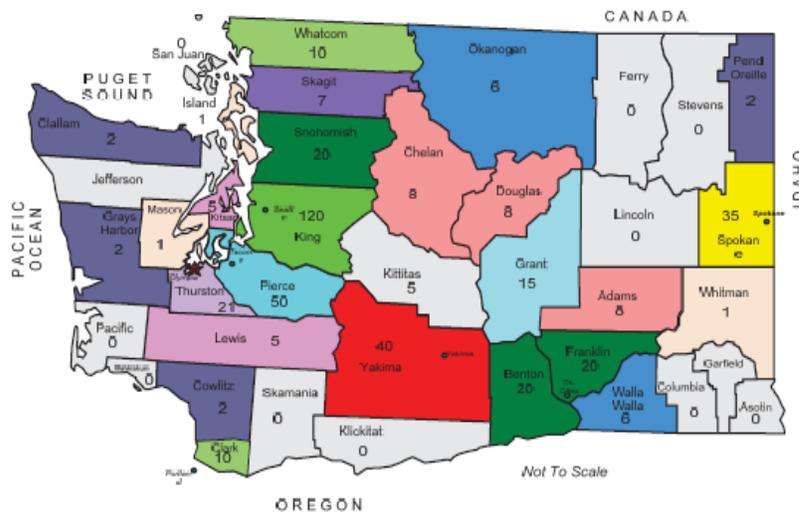
Source: Yakima County Detention Center.

The Gang Presence

California style Hispanic gangs have been in Washington since the 1970s. The Northwest High Intensity Drug Trafficking Area (HIDTA) office reports the majority of the Hispanic gang activity is located in Eastern Washington led by Nuestra Familia and Nortenos in the city of Yakima. Several cities throughout Yakima County have active Hispanic gangs with the majority of the activity localized within Sunnyside, Toppenish, and the city of Yakima. Nuestra Familia and Nortenos were present in the city of Yakima since the late 1970s. The Mexican Mafia (La EME) and Surenos were active in the Yakima Valley since the 1980s. The HIDTA report also reveals a split between Nuestra Familia (NF), Norte 14, La EME and Sur 13 which have become widespread throughout the County. According to area law enforcement agencies, Yakima County gang members have adopted paramilitary characteristics with a rigid hierarchical structure more prone to overt acts of violence. Recent *intel* heightened threat levels as gang members are planning attacks on law enforcement officers around Yakima County.

Gang-related crimes and violence are also concentrated around major Indian reservations including the Yakama Reservation bordering Toppenish. Eastern Washington and nearby Indian reservations have experienced significant increases in violent crimes, marijuana grows, prescription drug abuse, and methamphetamine abuse. Some major gangs found on or near our reservations include 40 Block, Gangster Disciples, Crips, Indian Pride Organization, Native Gangster Bloods (NGB), Native Gangster Crips (NGC), Native Family, Native Pride, and Northwest Native Bloods. (HIDTA, 2010.) As the gang mentality becomes more prevalent on the reservation, organized gangs with leadership in urban areas have exploited the unique vulnerabilities of the remote rural community with limited law enforcement resources. This provides ideal conditions for drug dealing operations used to finance gangs. Additionally, gang members and drug dealers exploit the complexity of jurisdictional challenges to prosecuting crimes on the reservation. (HIDTA, 2010.)

Figure 19: Gangs in Washington.



Source: Northwest HIDTA

With only a fraction of Washington’s total population residing within the boundaries of Yakima County, we rank 3rd among the state’s more prolific gang activity areas following King (Seattle) and Pierce (Tacoma) Counties.

OJJDP Comprehensive Gang Model Student Survey

The GFI Steering Committee recognized the importance of the student perception and its ability to provide additional depth to the community assessment. The OJJDP Gang Model Student Survey measures student perceptions specific to gangs and gang participation and gives an overview of specific risk factors that may be affecting our youth. As such, the Steering Committee sanctioned the administration of the Student Survey which took place in the Spring of 2011.

The survey produced valuable information useful in determining the seriousness of the gang problem and what level of intervention needed to reduce gang related youth problem behaviors. In addition to providing information on the characteristics of gangs in our community, the student survey measures the degree of bonding to gangs among students who indicate gang membership. The survey items measured five levels of gang bonding:

- Level one—Ever involved in a gang
- Level two—Currently a gang member
- Level three—Currently a member of a delinquent gang
- Level four—Currently a member of a delinquent gang that is organized
- Level five—Currently a core member of a delinquent gang that is organized

Analysis of survey information made it easier to identify areas or populations that are experiencing high levels of multiple risk factors or low levels of protective factors associated with gang involvement. This information ultimately guided the GFI prevention planning and strategy development.

The OJJDP Student Survey was conducted using a smaller sample of in-school youth that included 289 Yakima School District middle school students. Following OJJDP's recommended procedure, Yakima Police Department DARE Officers supervised the survey administration. The format was self-administration following uniform instructions and one class period (50 minutes) in which to answer as many questions as possible. The surveys were conducted over the course of one week beginning March 28, 2011. The gender distribution was statistically even at 50% male and 49% female. The respondents can be further described as follows:

Table 4: 2011 Student Survey Demographics

Item	Percentage
<i>n</i>	289
Hispanic	75%
White	18%
Black	3%
American Indian	3%
11 years	7%
12 Years	18%
13 Years	26%
14 Years	39%
15 Years	8%
6 th Grade	25%
7 th Grade	9%
8 th Grade	64%

Table 5 and 6 illustrate the extent and severity of youth gang involvement in the City of Yakima. While useful, the Student Survey is limited in that the responses reflect only a fraction of the student population. Efforts to include a sampling of the high school student population will continue into 2012.

Table 5: Percent of School Population Reporting Gang Involvement

Percent of School Population Reporting Gang Involvement			
	Yes	No	Total
Male	26 (18%)	115	100%
Female	17 (12%)	122	96%
All	43 (15%)	237	97%
11 – 14	35 (14%)	219	98%
15 – 17	8 (33%)	16	100%
18 +	NA	NA	
All	43 (15%)	237	97%

Source: OJJDP Student Survey, 2011.

The Yakima School District also participates in the biannual administration of the Washington State Healthy Youth Survey. The state sponsored survey measures health risk behaviors that contribute to morbidity, mortality, and social problems among youth in Washington State. These behaviors include alcohol, tobacco, and other drug use, behaviors that result in unintentional and intentional injuries (e.g., violence), dietary behaviors, physical activity, and related risk and protective factors. The 2010 administration is the twelfth statewide survey of Washington's students and included 3,030 respondents from the following grade cohorts:

- **873 (82%) of Grade 6 students**
- **762 (74%) of Grade 8 students**
- **776 (67%) of Grade 10 students**
- **619 (79%) of Grade 12 students**

Figures 20 and 21 further support the emergence of more serious problem behaviors in grades 6 through 8. However, the two surveys did not support each other in the percent of students who report being members of a gang in the past year. The Healthy Youth Survey reported an average of 7% reporting gang membership in grades 8, 10 and 12. However, the OJJDP Student Survey reported 15% gang membership among middle school respondents—more than doubling that of the Healthy Youth Survey. (Figure 22)

Table 6: Antisocial Behaviors Committed

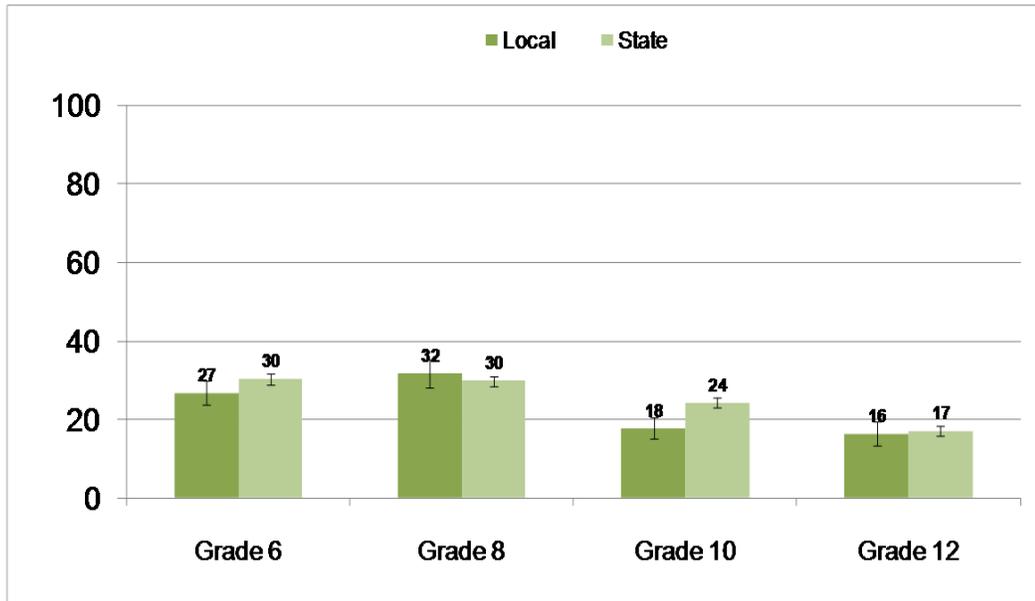
Antisocial Behaviors Committed at Least Once in the Last 12 Months, as Self-Reported by Gang and Nongang-Involved Respondents			
Behavior	Gang-Involved	Nongang-Involved	Total
Been drunk or high at school (Q61)	25 (58%)	23 (10%)	48 (17%)
Attacked someone intending to seriously hurt them (Q60)	17 (40%)	19 (8%)	36 (12.4%)
Carried a handgun(Q56)	9 (21%)	6 (3%)	15 (5%)
Sold illegal drugs (Q57)	13 (30%)	4 (2%)	17 (6%)
Been suspended (Q55)	19 (44%)	45 (19%)	64 (22%)
Been arrested (Q59)	6 (14%)	7 (3%)	13 (4.4%)
Stolen or tried to steal a motor vehicle (Q58)	8 (19%)	4 (2%)	12 (4%)
Taken a handgun to school (Q62)	3 (7%)	2 (1%)	5 (2%)

Source: 2011 OJJDP Student Survey.

Figure 20: School-based Bullying

Bullying

Percent of students who report being bullied in the past 30 days

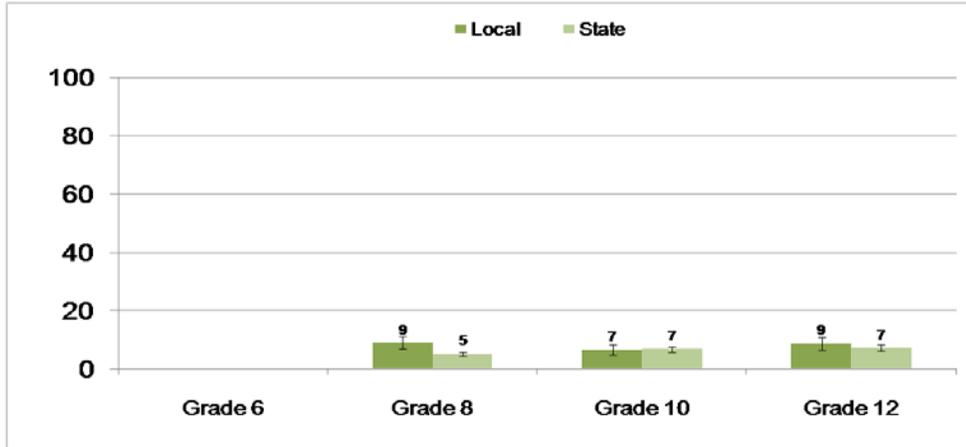


Source: Washington State Healthy Youth Survey, 2010.

Figure 21: Weapons Carrying at School

Weapon Carrying At School

Percent of students who report carrying a weapon on school property in the past 30 days

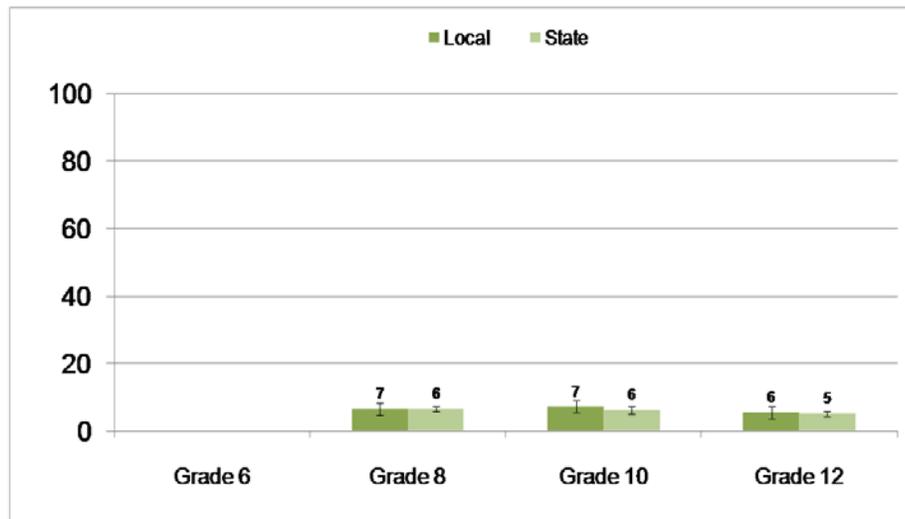


Source: Washington State Healthy Youth Survey, 2010.

Figure 22: Gang Membership

Gang Membership

Percent of students who report being members of a gang in the past year



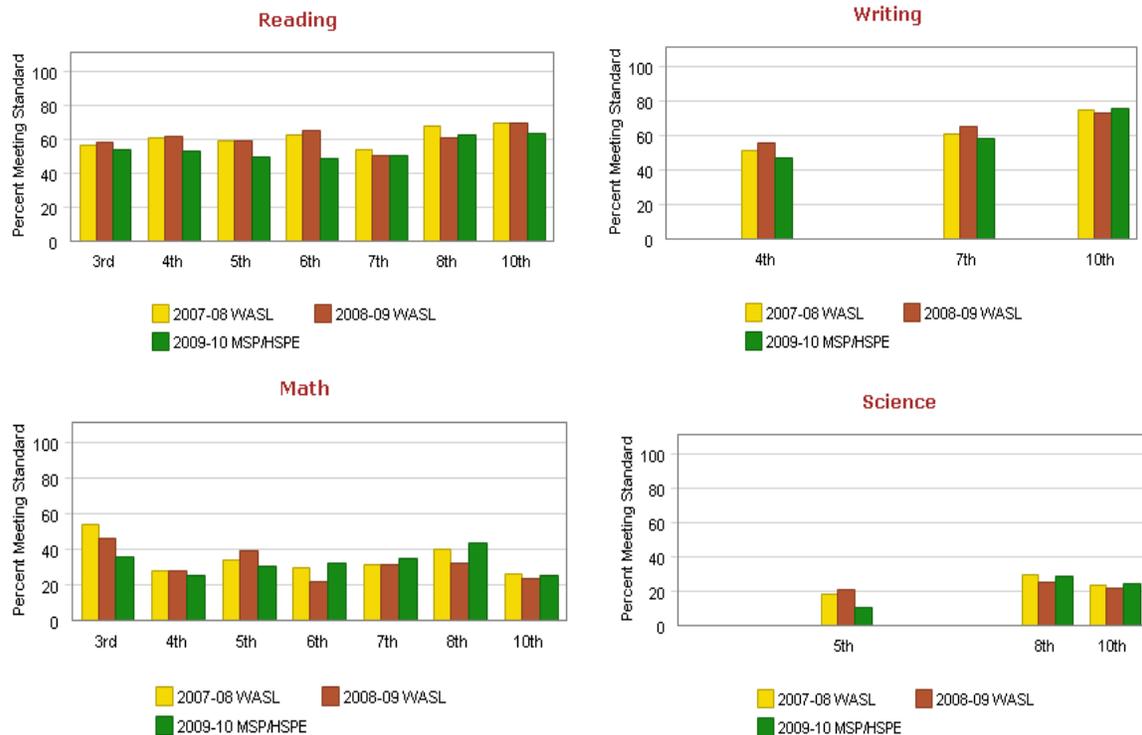
Source: Washington State Healthy Youth Survey, 2010.

School Indicators

The Yakima School District is the largest primary and secondary education agency providing publicly supported education to almost 15,000 students (80%) of the City of Yakima’s school-aged youth. The racial and ethnic representation does not mirror that of the City with 67% Hispanic, 27% White, and 6% evenly split between the Black and American Indian students. Over 80% of the student population is enrolled in the Free or Reduced Meals program. Twenty-seven percent require varying levels of transitional Bilingual education support and 1 out of 5 students is a registered migrant subject to seasonal inter/intrastate relocations.

District-wide achievement indicators are mostly positive with an 82% on-time graduation rate increasing to 95.6% when adjusted for extended graduations and the annual dropout rate is 5%. However, the Washington Measurement of Student Progress has reported less than 50% meeting Math and Science proficiency from 2007 to 2010 and up to 40% of the student population are failing to meet the Reading and Writing proficiency standards.

Figure 16: Washington State Measurement of Student Progress

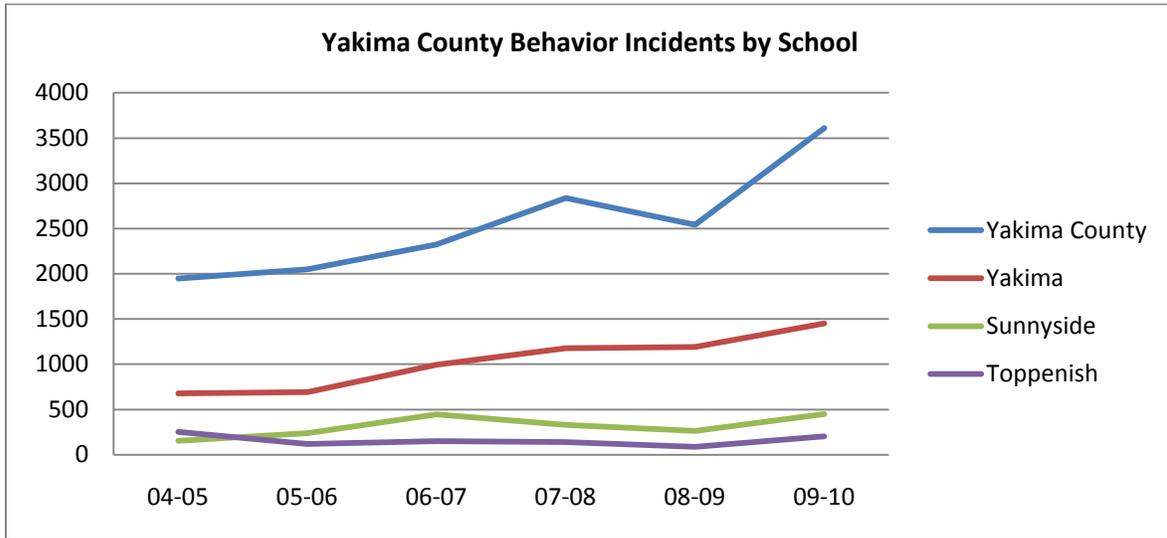


Source: Washington State Office of the Superintendent of Public Instruction.*

The trends in juvenile crime previously described are echoed in schools throughout the county. Behavioral incidents resulting in either suspension or expulsion have increased consistently over the past 6 school years. The surge in school-based problem behaviors beginning in 2007 becomes even more telling when coupled with juvenile crime indicators.

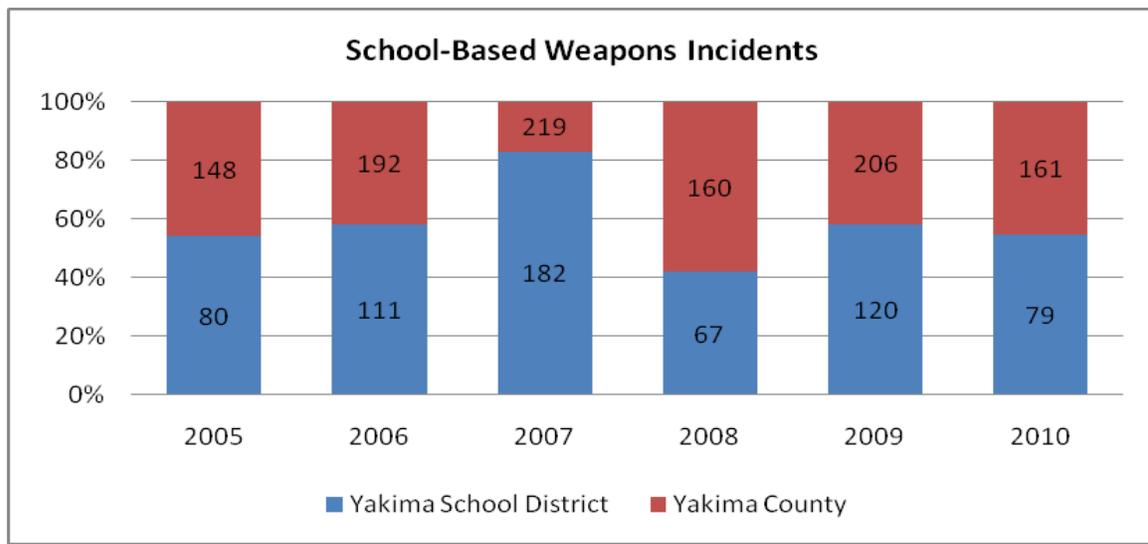
*The Washing Assessment of Student Learning was replaced in 2009-10 by the Measurements of Student Progress (MSP; grades 3-8.) and the High School Proficiency Exam (HSPE; grades 10-12).

Figure 17: Yakima County Behavior Incidents



Source: Washington State Office of the Superintendent.

Figure 18: School-Based Weapons Incidents



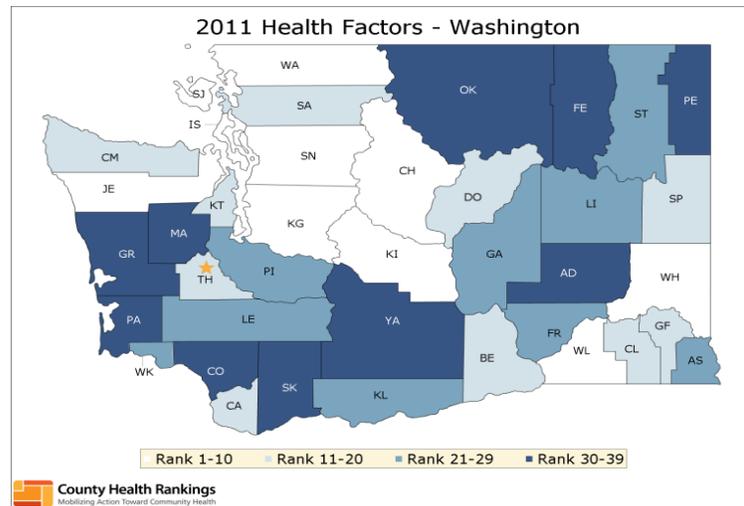
Source: Washington State Office of the Superintendent.

Figure 18 represents proportion of total where the cumulative total of Yakima County incidents is represented in Red and the number of incidents committed within Yakima School District is represented in Blue. (i.e., 2005; 80/148 or 54%)

Health & Wellness

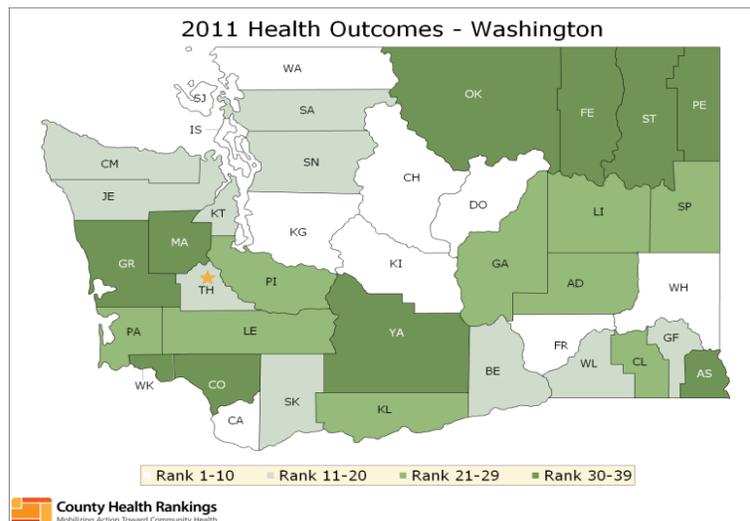
Health factors in the County Health Rankings represent what influences the health of a county. Four types of health factors are measured including health behaviors (diet & exercise, substance use, and unsafe sexual practices), clinical care (access to care and quality of care), social and economic (community safety, income, education, employment, and family and social support), and physical environment factors (natural versus man-made). In turn, each of these factors is based on several measures. Health outcomes in the County Health Rankings represent how healthy a county is. Two types of health outcomes are measured including how long people live (mortality) and how healthy people feel while alive (morbidity). In the most recent study Yakima County ranks 34th out of 39 counties in Health Factors (Figure 20) and 30th out of 39 in Health Outcomes (Figure 21).

Figure 20: Health Factors



Source: County Health Rankings, University of Wisconsin Population Health Institute, 2011.

Figure 21: Health Outcomes



Source: County Health Rankings, University of Wisconsin Population Health Institute, 2011.

Executive Summary

Youth gangs and related problem behaviors give communities various reasons for alarm. Gang involved youth are responsible for more serious and violent offenses at a rate several times higher than non-gang-members (Howell, 1998). Gang members have an increased probability than their non-gang peers to commit assault, carrying concealed weapons in school, auto and other theft, intimidating or assaulting victims and witnesses, participating in drive-by shootings and homicides, and using, selling, and stealing drugs. This is true with similar upbringings and familial constructs (Huff, 1998). Finally, studies indicate that the level of youth violence is greater when influenced by gang membership than that of other highly delinquent peers (Thornberry, 1998; Huizinga, 1997).

The City of Yakima has many resources to address gang violence and gang recruitment. The small number of social agencies and the relatively small target area to be served makes collaboration and gang planning possible. Agencies are highly motivated to be engaged in the construction of collaboration of services.

All youth need trusting and meaningful relationships with adults, but youth at risk of joining gangs are greater need of those relationships, especially when decisions about joining a gang are often made in the absence of any engaged and trustworthy bond with a responsible adult. Several programs have enlisted former gang members as mentors for at-risk youth. However, hiring adults with past involvement can lend its own set of problems to a new and precarious relationship. For instance, is the adult's motivation to counsel the youth out of or into a gang? Will the youth resist working with a person who was in a rival gang? On the other hand, it can be difficult finding community members who have an interest in mentoring at-risk youth. There is often a narrow perception of what a gang member is or is not, and many people do not see beyond the color or style of clothing a gang member wears or the tattoos he or she sports. What is frequently missing is the understanding of a personal history that leads a person to deciding to become a gang member. Often potential gang members have experienced a traumatic situation that makes them skeptical of, and cynical toward, authority and the larger society as a whole.

Past funding has been used for gang suppression and data collected on gang treatments have focused on the effects of this suppression. There is a dearth of information on gang treatment. Gang behavior and gang activity are terms that are used often and loosely, but are not well defined. Research has focused on drug abuse and other problem behaviors leading the GFI Steering Committee to identify the primary problems within the context of youth gang crime and violence. They include:

1. Assaults, School-based
2. Bullying, School-based
3. Graffiti
4. Gang Association/Affiliation
5. Juvenile Violence
6. Substance Abuse, Youth
7. Truancy (Unexcused Absenteeism)
8. Weapons, Youth Access to

Several themes emerged relative to the root causes of the problem behaviors listed above. First and foremost was a pervasive culture of violence evidenced not only in the criminal behaviors perpetrated by gang members and their affiliates but also expressed among Yakima youth in survey

responses. The ruthless and violent nature is not limited to gang members as an increasing trend has been identified among non-gang affiliated youth. The violent culture appears to parallel the increase in violent acts demonstrated by the various media outlets largely associated with global events. For example, the airing of state sanctioned high profile executions and their aftermath during peak youth viewing times and the ease with which youth can access uncensored images of violence via the internet may increase the likelihood that the viewer will engage in violent acts him/herself. (Akers & Burgess, 1966; Bandura, 1977, Hawkins & Catalano, 1996)

Other themes associated with the resurgence of gangs and associated problem behaviors include diminished capacity across systems (i.e., schools, police, and social service agencies), cultural divides, parental disconnectedness, fragmented familial constructs, availability of drugs and weapons, low neighborhood attachment and community disorganization. The binding factor among all of them continues to be the extreme economic deprivation (poverty) dominating many of Yakima's neighborhoods. It is important to note that poverty is not a causal factor; however, the influence it places on individuals and communities contributes significantly to complex social dynamics. (Yonas, et al, 2007; Kramer, 2000.)

Finally, the unique geographic location of the City of Yakima contributes to the rise of gangs and associated problem behaviors. Yakima is primarily a rural agricultural community with an economy dependent on a consistent flow of migrant farm labor. While the overwhelming majority of migrant laborers operate within the limits of our laws and norms, it would be negligent to ignore the illicit activities easily concealable within the highly mobile nature of the migrant way of life. Criminals exploit well established communication and transportation routes between the Pacific Northwest, Canada, and Mexico. Yakima is also situated between major interstates and highways (I-90, I-82, I-182, I84, HW97, HW395.) This makes it easy for clandestine drug manufacturing to occur in remote locations with relative easy access to distribution points. This fact was acknowledged by the Federal Government with the designation of Yakima County as a High Intensity Drug Trafficking Area. It has been well documented that the criminal organizations behind the trafficking of narcotics are largely supported by juvenile gangs who are easily lured to the industry by both romanticized risk and income.

Justification for strategies, programs, activities, and policies and procedures that involve each of the key partners can be found within the goals and objectives derived from the assessment findings. GFI endorsed programming will be coordinated and implemented within each of the OJJDP five core strategies. The activities will be closely coordinated and integrated to ensure that the work of collaborating agencies is in line with the comprehensive anti-gang plan. The five strategies will be discussed throughout this manual. They include:

- Community Mobilization: Involvement of local residents, including former gang youth, community groups, and agencies; and coordination of programs and staff functions within and across agencies.
- Opportunities Provision: Development of a variety of specific education, training, and employment programs targeting gang-involved youth.
- Social Intervention: Youth-serving agencies, schools, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reaching out and acting as links to gang-involved youth, their families, and the conventional world and needed services.

- Suppression: Formal and informal social control procedures, including close supervision or monitoring of gang youth by agencies of the criminal justice system and also by community-based agencies, schools, and grassroots groups.
- Organizational Change and Development: Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.

The following is a summary of the objectives determined by the GFI Steering Committee Members:

Community Mobilization

- Increase community partnerships to support expanded school/site-based behavior management.
- Increase student reporting of gang activity, bullying and assaults.
- Increase the community's awareness of the gang problem.
- Identify and expand safe places for youth self expression (i.e., artistic, cultural, recreational).
- Decrease or prevent classroom overcrowding.
- Increase cultural awareness and tolerance.
- Expand opportunities for early non-violence education for youth.
- Expand truancy management to include neighborhood-based monitoring.
- Improve applied family management skills.
- Enhance and expand single parent and nontraditional family support networks.
- Expand interagency cooperation.
- Establish interagency coordinating entity.
- Expand graffiti abatement with increased community partnerships.
- Develop and implement anti-graffiti curriculum.
- Increase access and utilization of mental health services.
- Establish annual awareness campaign targeting priority problem behaviors. (i.e., Kids Without Guns)
- Engage/increase community in reporting drug related juvenile offenses.
- Expand and enhance Gang/Drug Tip Hotline to include texting and social mediums. (i.e., Twitter)
- Increase Block Watch participation in target neighborhoods.
- Expand and enhance neighborhood based volunteerism targeting youth development programming.
- Educate and inform citizens how to report gang crimes.

Opportunities Provision

- Improve Parent/Youth communication.
- Increase utilization of modern technological mediums including social networking in anti-gang activities.
- Increase personal discipline, leadership and team playing skills among Yakima youth.
- Expand trauma intervention services for victims, families and perpetrators.
- Increase opportunities for personal story telling through drama, writing, talking circle as a means for healing, hope giving.
- Identify and expand opportunities for youth self expression (i.e., artistic, cultural, recreational).

- Increase school reentry.
- Expand structured out-of-school programming.
- Expand gun safety education opportunities for youth.
- Increase target youth understanding of risks associated with substance abuse/misuse.
- Identify and expand youth supported suppression activities.
- Increase target youth understanding of risks associated with guns and violence.
- Identify and expand community supported suppression activities.

Social Intervention

- Establish immediate response protocol for schools.
- Enhance and expand peer to peer support network.
- Expand access to transitional support services.
- Enhance and expand early learning practices to create school attachment or readiness.
- Expand integrated youth monitoring system to include family, school liaison, and social/behavioral services network.
- Improve coordination between mainstream social/behavioral services and neighborhood associations.
- Increase application of diversion options with graffiti offenders.
- Decrease attitudes favorable to graffiti.
- Establish a youth violence court.
- Enhance coordination between social/behavioral services and juvenile court.
- Decrease youth attitudes favorable to weapons.
- Increase/improve outreach and referral rates with target youth.
- Increase/improve outreach & referral rates with target youth (gang involved).
- Expand and enhance gun and ammo surrender programs.

Suppression

- Expand perpetrator sanctions to include parents/legal guardians.
- Expand the application of immediate sanction as per protocols. (TBD)
- Expand and enhance truancy patrols and re-engagement strategies.
- Increase parental notification and response.
- Increase citations for graffiti violations.
- Identify and expand youth supported suppression activities.
- Improve overall public awareness and approval of suppression strategies.
- Increase citations for weapons violations.
- Increase # YPD Officers/1000 population to Western States Standard (1.8) or National Standard (2.4)—special emphasis on Gang Unit.
- Identify and target top 10% most violent, chronic and serious juvenile drug offenders.
- Identify and target top 10% most violent, chronic and serious juvenile offenders.
- Expand routine emphasis patrols in high crime neighborhoods.

Organizational Change & Development

- Improve application of existing policies and procedures.
- Achieve 100% implementation and utilization of Anti-bullying Policies.
- Increase family participation in site-based school management. (PTO)
- Expand and enhance Zero Tolerance policies targeting youth violence.

- Increase PSA's promoting alternatives to truancy and academic failure.
- Institute Truancy Patrol and Transition Center.
- Support the expansion and enhancement of Community Youth Development.
- Establish short-term, mobile art structures for youth.
- Establish a graffiti hotline.
- Increase laws applicable to weapons crimes.
- Implement county juvenile youth/gang court.
- Establish formal mechanism for informing City Council.
- Enhance and expand (Prioritize) enforcement of existing drug laws.
- Assign Juvenile Probation Officer position to YPD
- Establish a clearly defined role for the City of Yakima and YPD in expansion of the juvenile courts to include a Gang Court.
- Increase juvenile probation/parole capacity to meet city/county demand.
- Enhance and expand (Prioritize) enforcement of existing gun/weapons laws.

Conclusion

This most recent analysis of the environmental and social conditions contributing to the resurgence of crime and violence often attributed to increased numbers of youth gangs is the first step toward building a comprehensive anti-gang approach. The changing demographics of our community have brought with it new strengths presenting various opportunities for change built upon the common values of our blended community. The opportunities extend to a renewed emphasis of the importance of accountability within each sector and throughout the City of Yakima.

Among the leading reasons given by kids involved with gangs, either as members or gang associates, is a desire to be loved, accepted or to be part of a group. That is what gang members commonly promise when they are recruiting. Additional reasons include:

- Fun and excitement — Gang members, recruiters and the media glamorize the gang lifestyle.
- Identity and a sense of belonging — Gangs may offer a sense of identity to their members and a way to gain attention or status. Kids who do not have strong ties to their families, communities, schools or places of worship may turn to gangs for companionship and as a substitute family.
- Peer pressure—If friends or family members are in a gang, kids may be pressured to join a gang.
- Financial gain — Being in a gang is often seen as a way to obtain money or possessions.
- Failure to realize what being in a gang means — Kids often do not fully understand the danger, risks and legal problems associated with being in a gang.
- Protection — In neighborhoods and areas where gangs are present, kids sometimes feel, or are told, that belonging to a gang will provide protection from other gangs.

More recently, researchers are documenting a shift in the collective personality of the youth gang from that of a misguided social support network focused on survival to one that promotes a heightened sense of self void of moral responsibility or social conscience—a Super Id. Simply put, neighborhood based youth gangs of the 80's and 90's manifested moral responsibility and social conscience albeit unhealthy due to the context. Modern youth gangs are no longer neighborhood based and have de-emphasized traditional themes (protection, sense of belonging) and focus more on the development of an ultimate gang persona—one that is more aggressive and quick to resort to violence.

Intervention

There are large numbers of first generation families from Mexico and Central America complicating the development and delivery of targeted anti-gang intervention services. Research has shown that first generation Hispanic families are more susceptible to gang initiation because the children in these families acculturate more rapidly than their parents, leaving parents powerless to help with or understand the challenges faced by their children. As children become alienated from their families and the “old” culture and way of life, they look for new role models to help them feel empowered and to fill the hole left by the absence of familial ties. Many youth in this situation gravitate toward gangs and yet many more are coming from well established and violent gang cultures from Mexico and Central America. Recent reports revealed juveniles as young as 14 committing heinous crimes including murder under the employment of drug cartels.

Often, first generation parents do not have the time to access counseling services for themselves or their children and even more restricting is the belief that seeking mental health care is unacceptable. In addition, there are a disproportionate number of Spanish speaking clients to Spanish speaking counselors. According to the 2010 Census, Hispanics comprise one third (33.7%) of Yakima's population. Nearly thirty-one percent of the people living in Yakima speak a primary language other than English. Even within the agencies that would likely serve Spanish speakers, only approximately one in five counselors speak Spanish. Logic tells us that the only way to effectively work with families is to talk with them in their own language and to understand their culture.

What is known about at-risk youth is that gang participation often begins in 5th or 6th grade. Because of the age factor, cognitive behavioral approaches are inappropriate and ineffectual. What we seek are culturally and developmentally appropriate interventions and the need for deeper engagement by schools in identifying at-risk youth. First generation parents, who may feel that participating in therapy for their family is unacceptable, often welcome school counselors' interventions. However, while school counselors may work with the residual effects of gang activity (e.g., misbehavior, fights, inappropriate clothing, etc.) and are in a position to easily identify gang members, they are not working with outside agencies on gang issues, becoming a major barrier since the majority of Yakima's agencies are referral based. These agencies rely on clients either seeking assistance or being referred to them by another entities. This greatly limits the accessibility of services for people who are presently alienated from mainstream interventions. Additionally, the few agencies that are outreach-based do not appear to work closely with referral-based agencies. This is an important connection because as gang members are identified in outreach programs they may need to be referred to another agency better suited for the client's needs. If the two agencies do not collaborate, the client may feel that he is being passed off to another set of strangers, repeating the same personal information to a therapist who knows very little about him and his situation and thus he will be more likely to drop out of the program.

In order to effectively address the gang problem in Yakima, an integrated behavioral health model needs to be in place. This would include a partnership among schools, social/behavioral health services and outreach agencies. It is especially critical that outreach agencies work collaboratively with referral based agencies. Collaboration, rather than coordination, raises the partnership to a level of equal responsibility and advisement of recommended programs. Coordination alone often results in compartmentalizing each person's role and leaves no one with a global understanding of the problem. Further expansion and enhancement may be accomplished through innovation in partnership with local business owners.

Community mobilization that is neighborhood specific and builds skills, provides opportunities to contribute to the intervention efforts cultivate our nontraditional resources. Mobilization activities simultaneously educate the community about the use of data and the importance of measurable outcomes to better enable planning and innovation within the constraints of evidence based strategies. Furthermore, systems changes would integrate existing intervention activities with willing grass roots groups to expand reach of agencies.

Prevention

Fundamental to the success of any prevention approach is that it serves to increase protective factors that buffer negative external and internal influence while minimizing exposure to risk. Projects that are able to decrease risks and increase protection, especially if they target different

areas at the same time and operate over a long period of time, are likely to reduce children's involvement in problem behaviors including gangs and violence. The more risks that are decreased, and the more protective factors increased, the more likely the program is to have an impact.

The family and the community are essential to the development of the child's social, emotional, and physical needs. If the family is the source of love, guidance, and protection that youths seek, they are not forced to search for these basic needs from a gang. The family and community share responsibility for teaching children the risk of gangs. Strong education and training are directly related to a youth's positive development. Young people who successfully participate in and complete education have greater opportunities to develop into reasonable adults. Graffiti removal reduces the chance that crimes will be committed. Gangs use graffiti to communicate. Graffiti serves to advertise the gang, and claim credit for a crime, quick removal is essential. Conflict resolution programs teach gangs how to deal better with conflicts and help eliminate gang intimidation tactics. Recreational programs such as sports, music, drama, and community activities help build a sense of self-worth and self-respect in young people. Youth involved in such activities are less likely to seek membership in a gang.

Prevention efforts must emphasize strategies for providing realistic alternatives to gang recruitment. Prevention efforts must also support the collaboration of Federal, State, Local Public Service teams, along with Faith-Based Agencies building strategies for combating gang proliferation.

Suppression

A strong targeted law enforcement presence was seen as fundamental to the mission of stemming violence. Targeting high-incidence areas and deploying the same officers to those areas for an extended period of time was considered essential. Effective suppression has been built on gathering and organizing intelligence information on youth gangs and their members. Increased intelligence coupled with specially trained law enforcement officers are better able to recognize gang problems and respond immediately. The specialized unit is also able to communicate with gang members in a positive way.

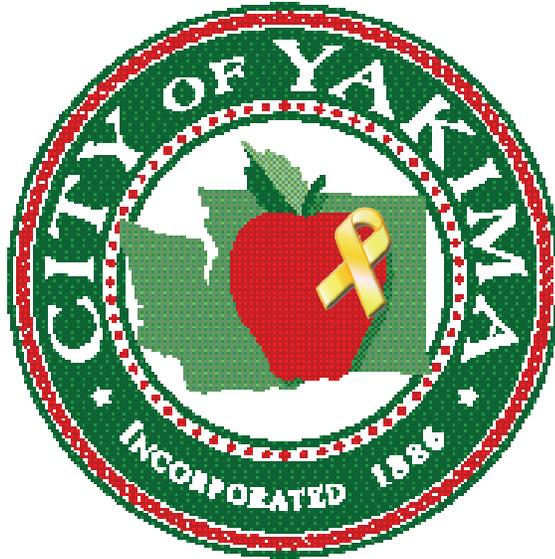
As the community continues to drive greater and more effective prevention and intervention efforts, the more costly suppression resources are better managed and deployed targeting the most violent and chronic offenders. Furthermore, Police departments support prosecution by ensuring that judges were aware of the gang affiliations of defendants before sentencing. This translates into a more effective judicial process that reserves limited detention space for the most violent and chronic offenders. Targeted suppression, in combination with other justice and community interventions will lead to a reduction in gang violence.

With suppression resources reserved for those high level offenders, law and justice are better able to introduce or remain open to new and innovative activities for suppression that create a path toward intervention and ultimately prevention.

Comprehensive Anti-Gang Strategy (Action Plan)

The GFI Steering Committee will use the Community Profile to guide the development of the City of Yakima Comprehensive Anti-Gang Strategy. The Strategy will outline the programs, activities and key partnerships required to accomplish our objectives. In addition, the Strategy will provide a timeline for implementation, systematic data collection and analysis of project performance and progress towards goals and objectives

APPENDIX A
GANG FREE INITIATIVE DATA WORKBOOK



Data Workbook

Gang-Free Initiative

March 19, 2011

Magallan Consultancy
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509-543-3616 * info@magallan.org

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Section 1:

Yakima School District Data

Table 1.1: Washington State School-Based Weapons Incidents

Year	No. of Districts	No. Reporting	Handguns	Rifle Shotguns	Other Firearms	Total Firearms	Knives Daggers	Other Weapons	Total
2005	296	296 (100%)	53	15	64	132	1891	961	3116
2006	296	296 (100%)	30	11	37	78	1988	1243	3387
2007	296	296 (100%)	41	9	25	75	1981	1095	3151
2008	295	295 (100%)	43	11	20	74	1912	1018	3004
2009	295	295 (100%)	30	14	26	70	1898	1000	2968
2010	295	295 (100%)	47	8	75	4	130	1842	3000

Source: Office of the Superintendent of Public Instruction.

Table 1.2: Yakima County School-Based Weapons Incidents

Year	Enrollment	Handguns	Rifle Shotguns	Other Firearms	Total Firearms	Knives Daggers	Other Weapons	Total
2005	48246	4	0	1	5	95	43	148
2006	49139	0	1	1	2	109	79	192
2007	48249	1	1	5	7	145	67	219
2008	48822	4	1	1	6	116	38	160
2009	49170	0	1	1	2	126	78	206
2010	50799	4	1	1	6	104	51	161

Source: Office of the Superintendent of Public Instruction.

NOTES:

Table 1.3: City of Yakima School-Based Weapons Incidents

Year	Enrollment	Handguns	Rifle Shotguns	Other Firearms	Total Firearms	Knives Daggers	Other Weapons	Total
2005	23118	0	0	0	0	52	28	80
2006	23802	0	1	0	1	60	49	111
2007	23249	0	0	0	44	47	91	182
2008	23573	0	0	1	1	45	20	67
2009	23674	0	1	0	1	58	61	120
2010	24807	4	0	0	4	39	36	79

Source: Office of the Superintendent of Public Instruction.

NOTES:

Table 1.4: Yakima County School-Based Behavior Incidents

Year	Enrollment	Bullying (HIB)	Alcohol w/Drug	Drug	Alcohol	Violent Offenses	Assault	Total
2004 - 05	48809	828	388	0	0	7	723	1946
2005-06	49793	908	37	307	65	45	686	2048
2006-07	48358	1193	4	335	65	33	694	2324
2007-08	48822	1630	11	262	56	12	866	2837
2008-09	49170	1263	11	339	60	17	851	2541
2010	50799	724	-	441	80	-	-	

Source: Office of the Superintendent of Public Instruction.

Table 1.5: City of Yakima School-Based Behavior Incidents

Year	Enrollment	Bullying (HIB)	Alcohol w/Drug	Drug	Alcohol	Violent Offenses	Assault	Total
2004 - 05	23436	494	170	0	0	3	260	927
2005-06	24142	495	13	162	43	27	262	1002
2006-07	23249	573	0	204	40	6	344	1167
2007-08	23573	959	3	175	34	1	334	1506
2008-09	23674	860	3	214	36	3	339	1455
2010	50799	326	-	275	32	-	-	

Source: Office of the Superintendent of Public Instruction.

NOTES:

City of Yakima

Table 1.6: Yakima County Truancy Report (Grade 1-8)

Year	Students with Unexcused Absences	Students with Five or More Unexcused Absences in a month	Students with Ten or More Unexcused Absences in a School Year	Total Truancy Petitions Filed	Total Truancy Petitions Carried Forward from Prior Year
2004 - 05	14201	1571	1617	265	47
2005-06	14988	1856	1911	245	59
2006-07	14313	1079	1272	256	3
2007-08	14867	1165	1225	339	25
2008-09	12015	1038	1178	164	14
2009-10	12260	1159	1343	122	28

Source: Office of the Superintendent of Public Instruction.

Table 1.7: City of Yakima Truancy Report (Grade 1-8)

Year	Students with Unexcused Absences	Students with Five or More Unexcused Absences in a month	Students with Ten or More Unexcused Absences in a School Year	Total Truancy Petitions Filed	Total Truancy Petitions Carried Forward from Prior Year
2004 - 05	7613	998	1091	151	27
2005-06	7927	1034	1109	192	41
2006-07	6549	635	789	162	2
2007-08	6624	781	774	252	24
2008-09	7815	655	772	122	12
2009-10	7254	635	784	50	27

Source: Office of the Superintendent of Public Instruction.

NOTES:

Table 1.8: Yakima County Truancy Report (Grade 9-12)

Year	Students with Unexcused Absences	Students with Five or More Unexcused Absences in a month	Students with Ten or More Unexcused Absences in a School Year	Total Truancy Petitions Filed	Total Truancy Petitions Carried Forward from Prior Year
2004 - 05	157348	30927	28093	9087	3061
2005-06	9701	2884	2797	283	46
2006-07	7852	2798	2963	505	14
2007-08	11250	3738	3992	599	7
2008-09	10985	3341	3956	399	3
2009-10	10727	3787	3760	171	7

Source: Office of the Superintendent of Public Instruction.

Table 1.9: City of Yakima Truancy Report (Grade 9-12)

Year	Students with Unexcused Absences	Students with Five or More Unexcused Absences in a month	Students with Ten or More Unexcused Absences in a School Year	Total Truancy Petitions Filed	Total Truancy Petitions Carried Forward from Prior Year
2004 - 05	4451	1408	1419	135	25
2005-06	5177	1793	1741	165	30
2006-07	5036	1594	1675	369	0
2007-08	6493	2393	2645	371	4
2008-09	6366	2481	2745	313	0
2009-10	6296	2354	2576	80	7

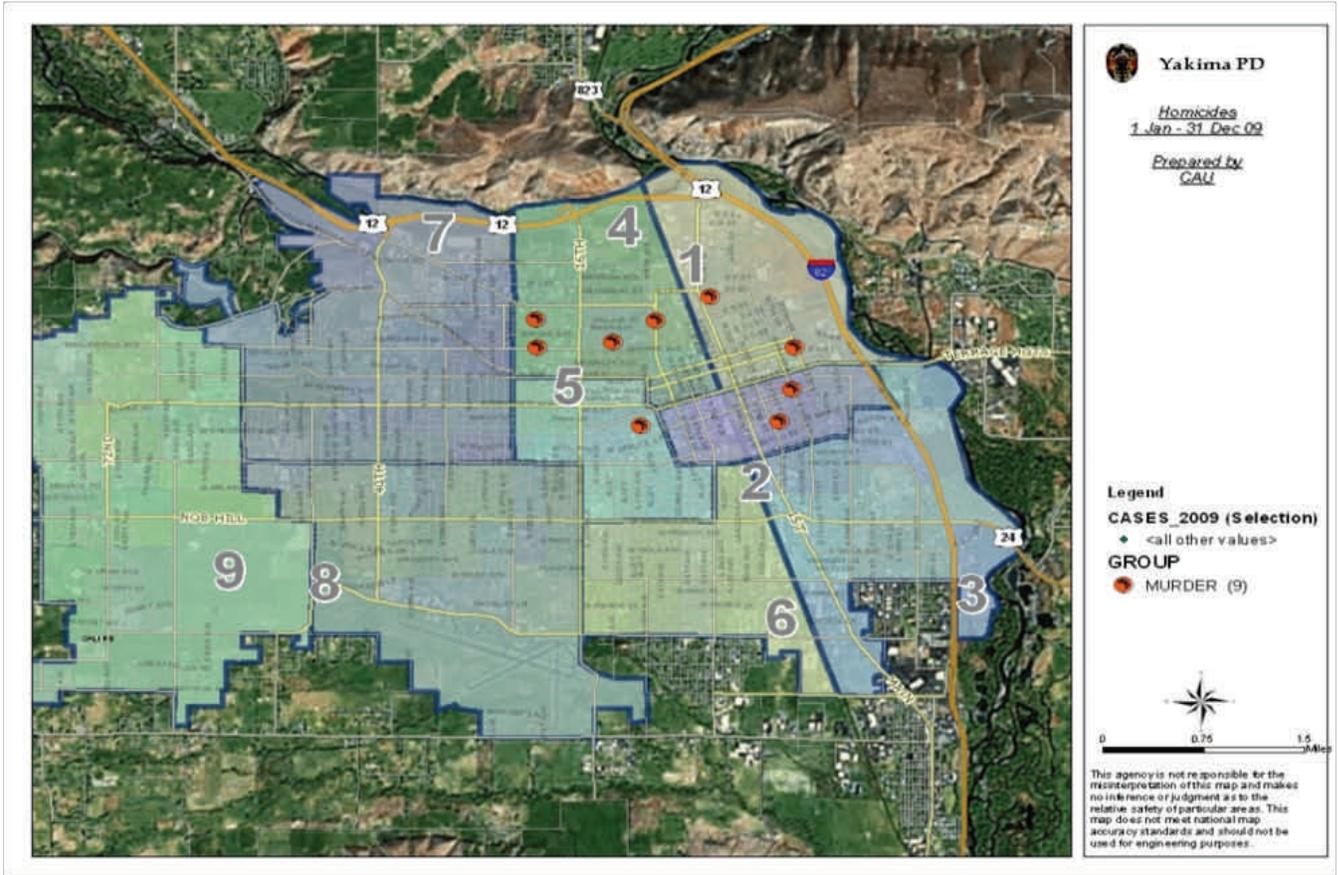
Source: Office of the Superintendent of Public Instruction.

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Section 2:

City of Yakima Crime Data

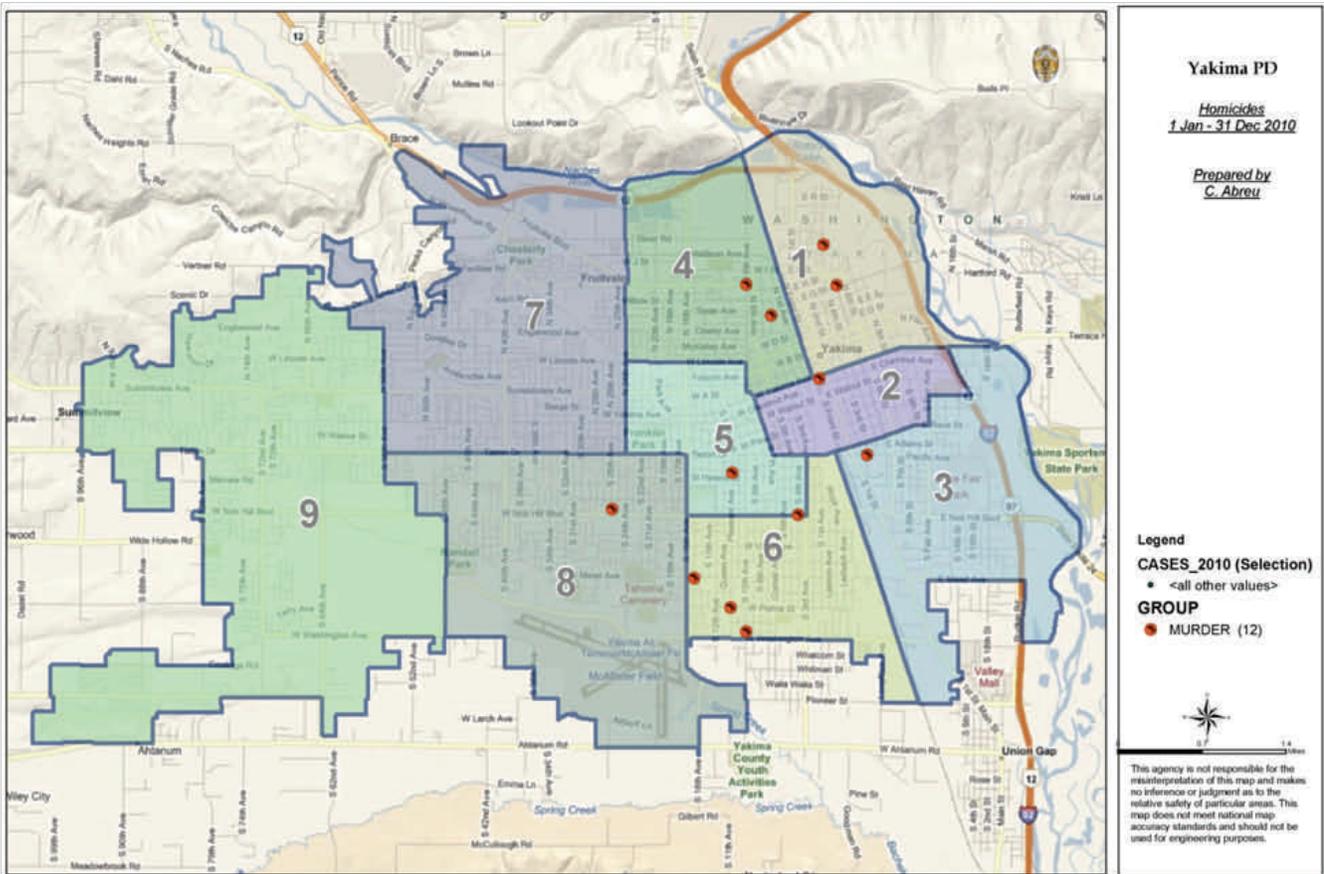
Figure 2.1: City of Yakima Homicides, 2009



Source: Yakima Police Department.

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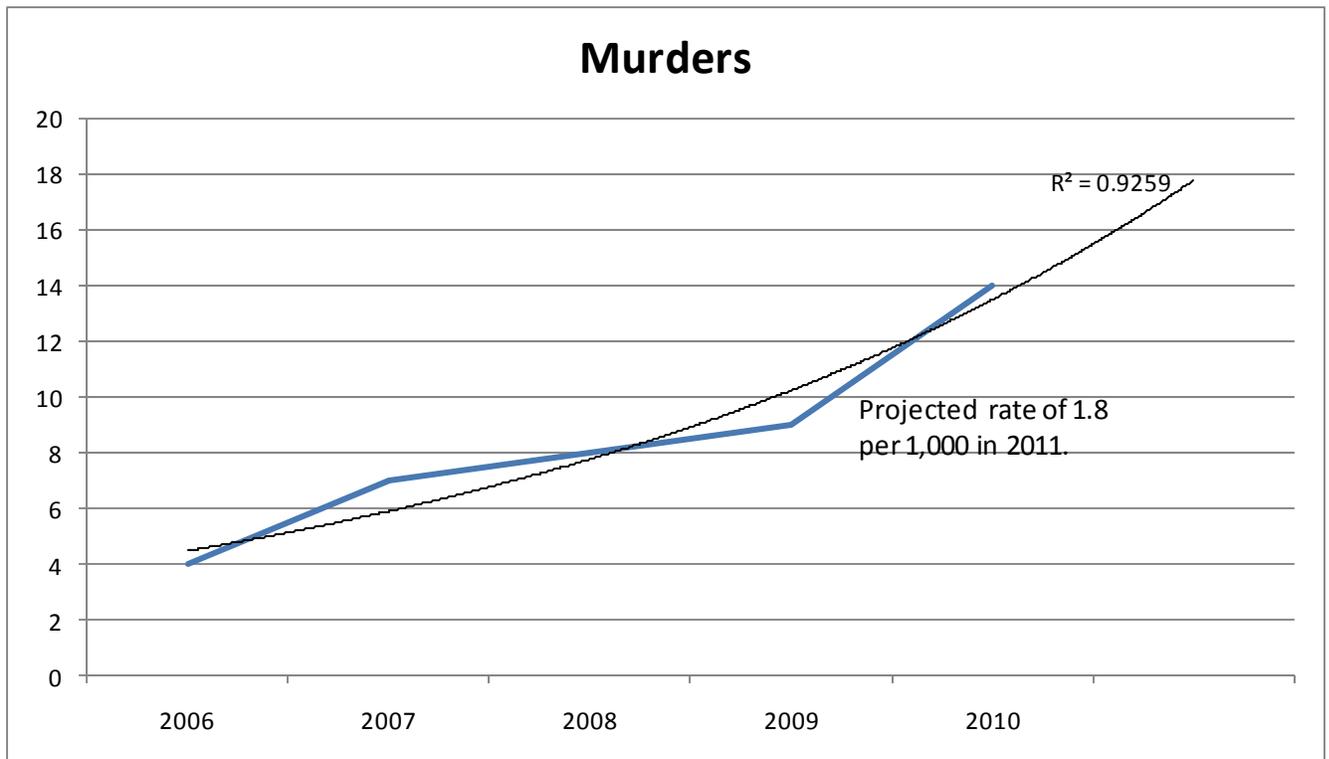
Figure 2.2: City of Yakima Homicides, 2010



Source: Yakima Police Department.

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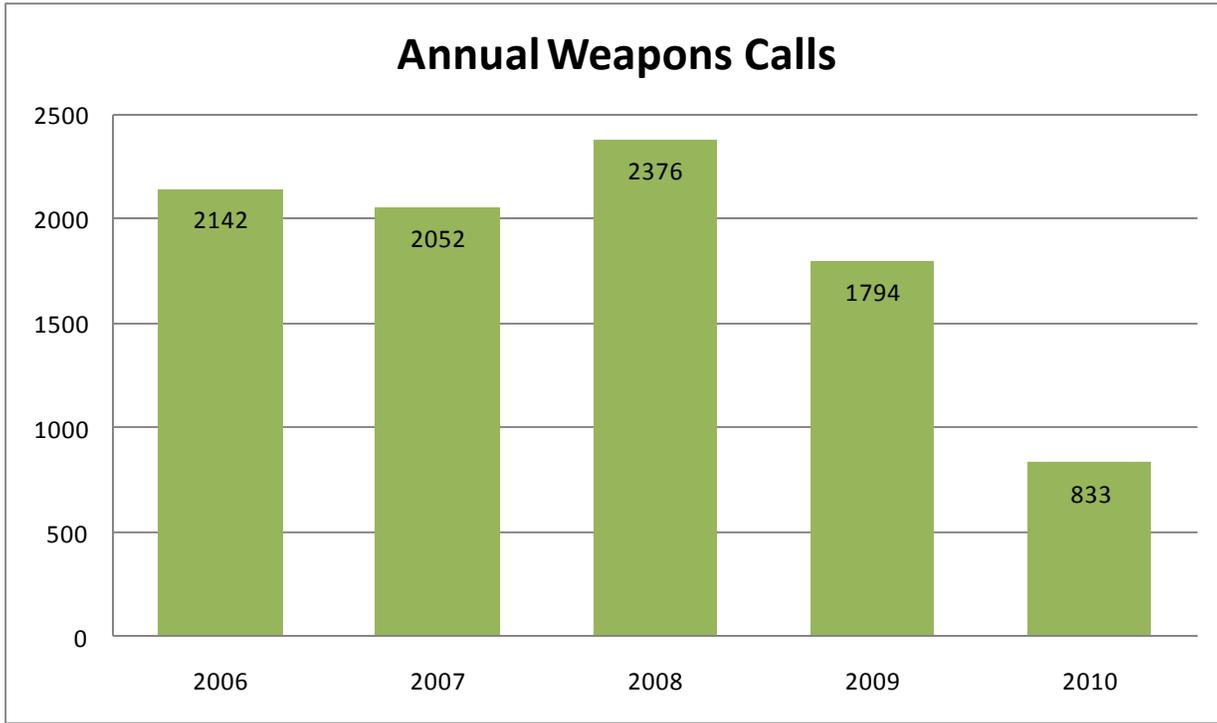
Figure 2.3: City of Yakima Homicides Rate



Source: Yakima Police Department.

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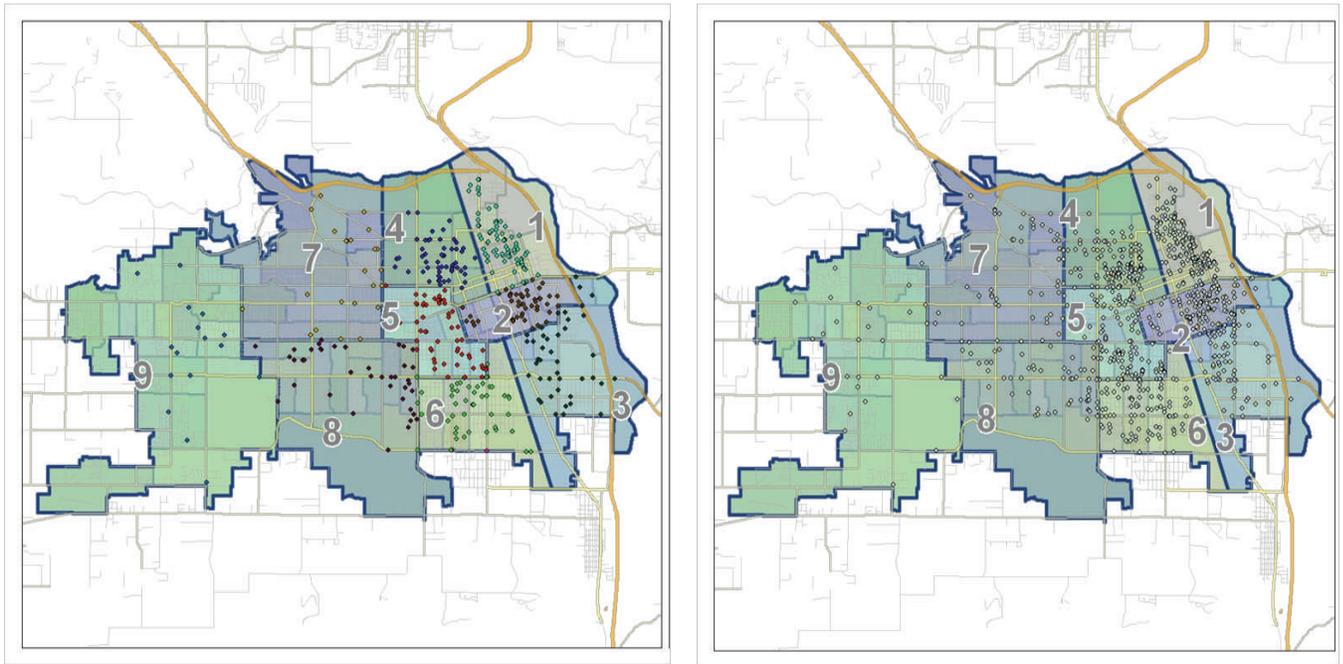
Figure 2.4: City of Yakima Weapons Calls Trends



Source: Yakima Police Department.

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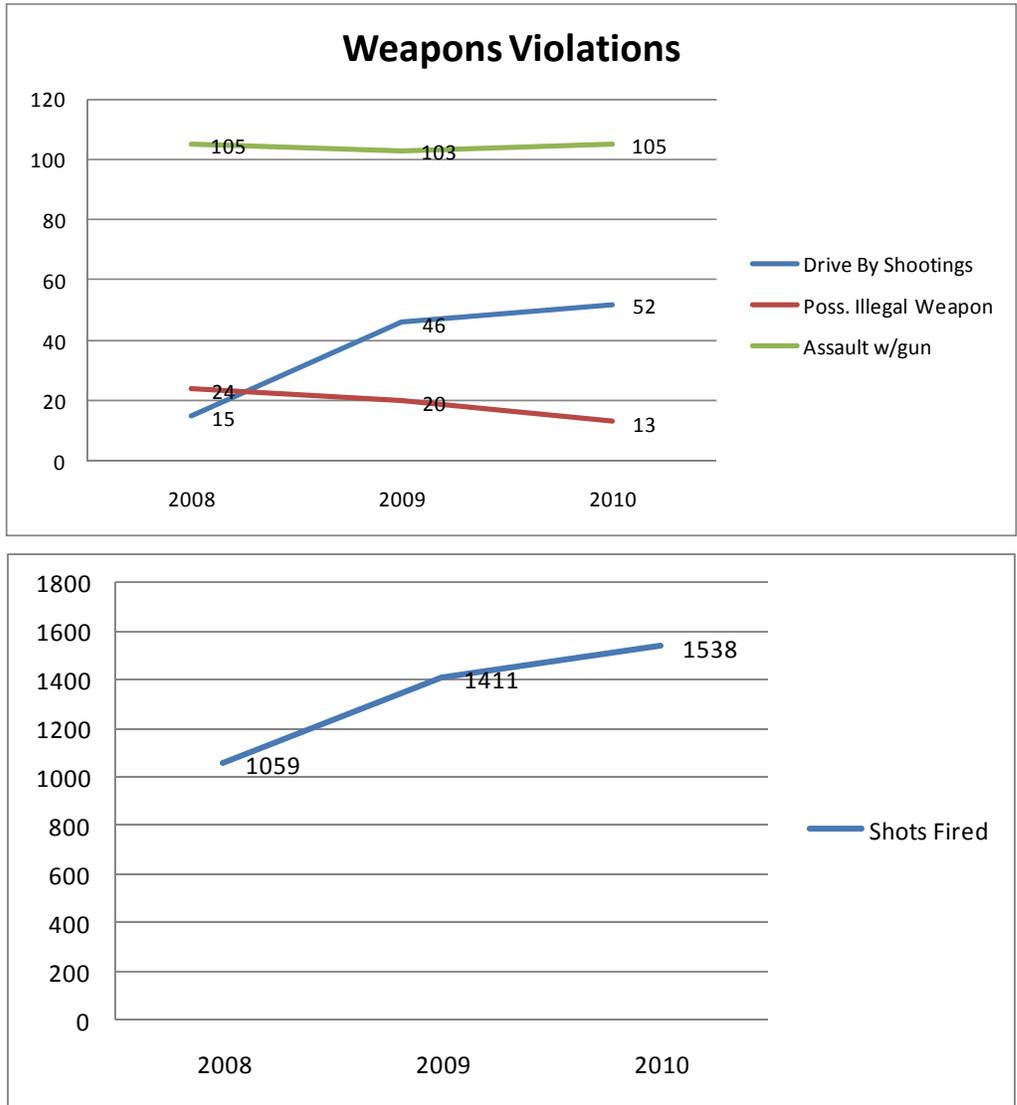
Figure 2.5: City of Yakima Weapons Calls, 2009 -2010



Source: Yakima Police Department.

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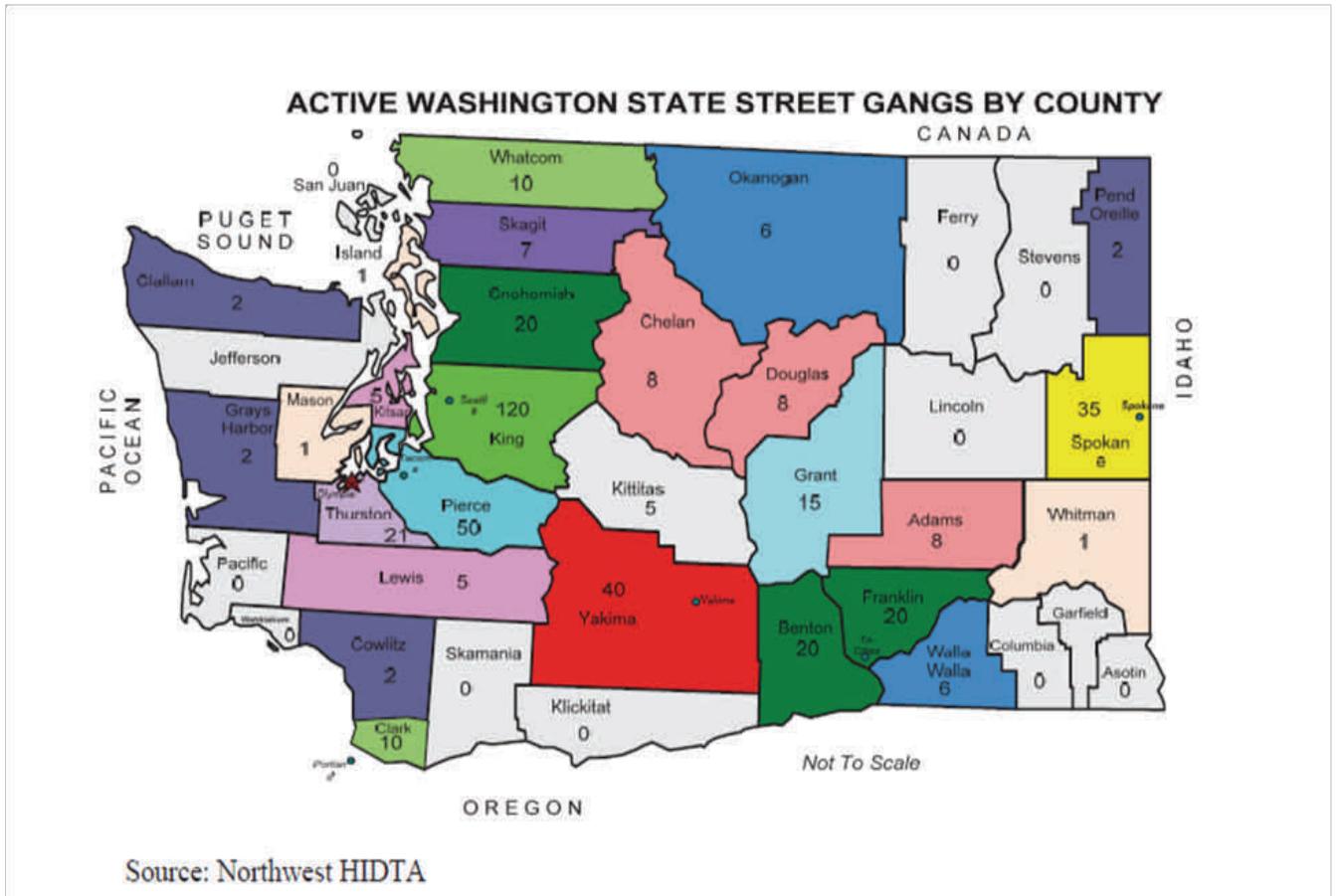
Figure 2.6 City of Yakima Weapons Violations Trends



Source: Yakima Police Department.

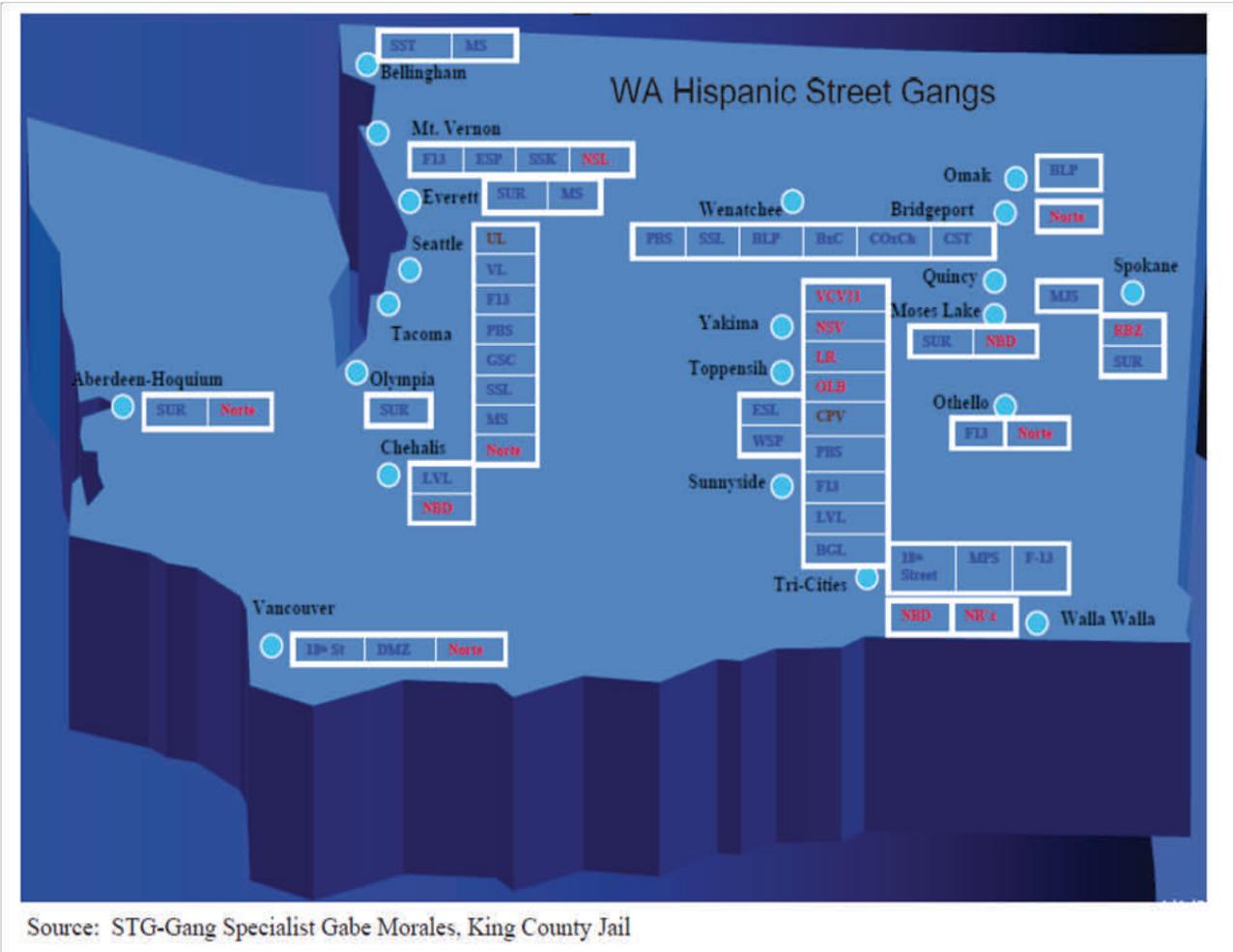
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Figure 2.7



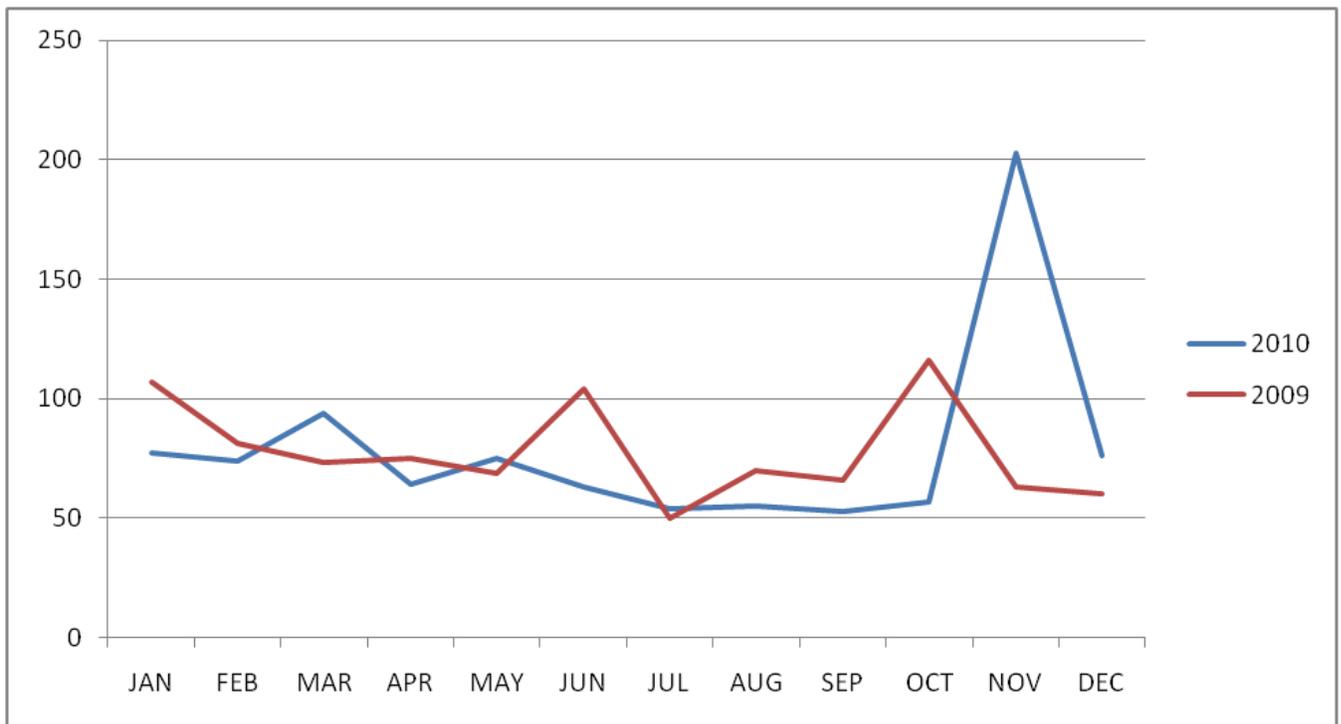
NOTES:

Figure 2.8: Washington Hispanic Street Gangs



NOTES:

Figure 2.9: City of Yakima Gang Related Cases by Month



Source: Yakima Police Department.

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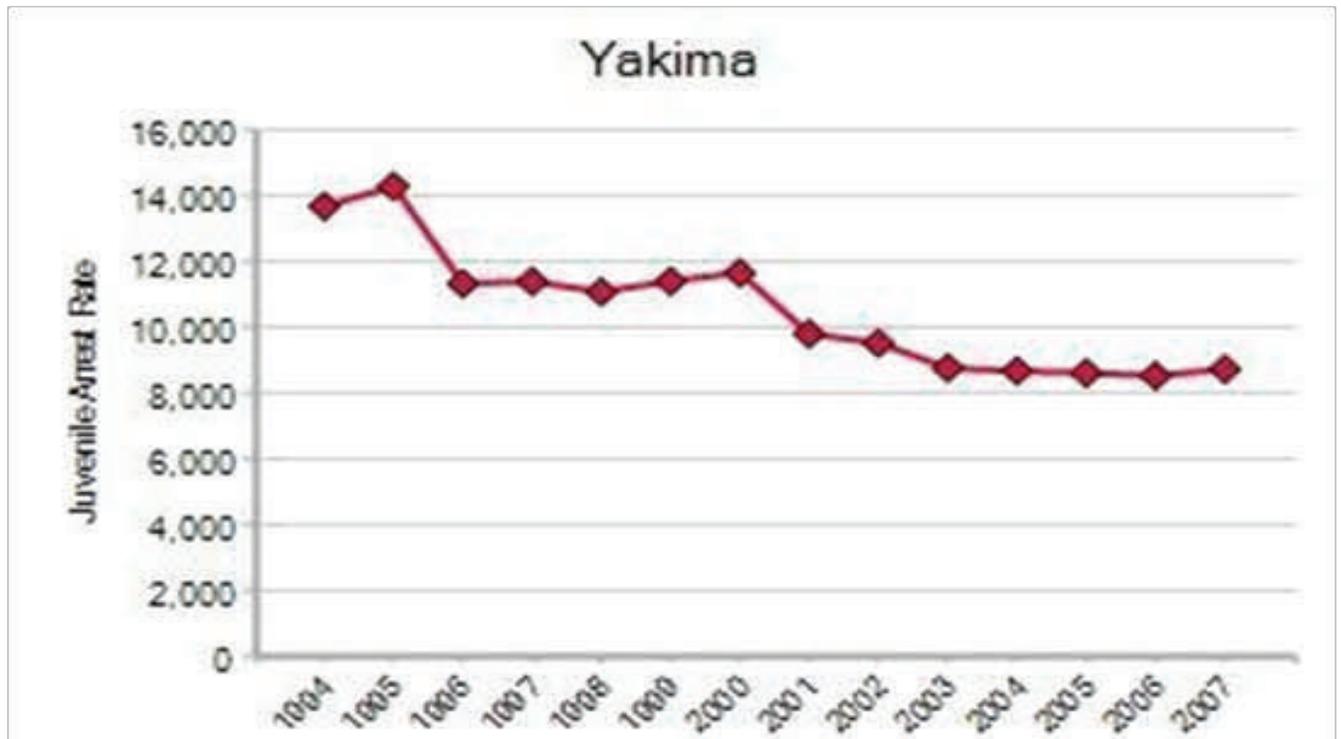
Figure 2.10 Juvenile Aggravated Assault Arrests.



Source: US DOJ; Federal Bureau of Investigation

NOTES:

Figure 2.11 Juvenile Arrest Rate.



Source: US DOJ; Federal Bureau of Investigation

NOTES:

Figure 2.12: Juvenile Drug Abuse Violation Arrests



Source: US DOJ; Federal Bureau of Investigation

NOTES:

Figure 2.13: Juvenile Murder Arrest Rates



Source: US DOJ; Federal Bureau of Investigation

NOTES:

Figure 2.14: Juvenile Violent Crime Index.



Source: US DOJ; Federal Bureau of Investigation

NOTES:

Figure 2.15: Total Violent Crime Index

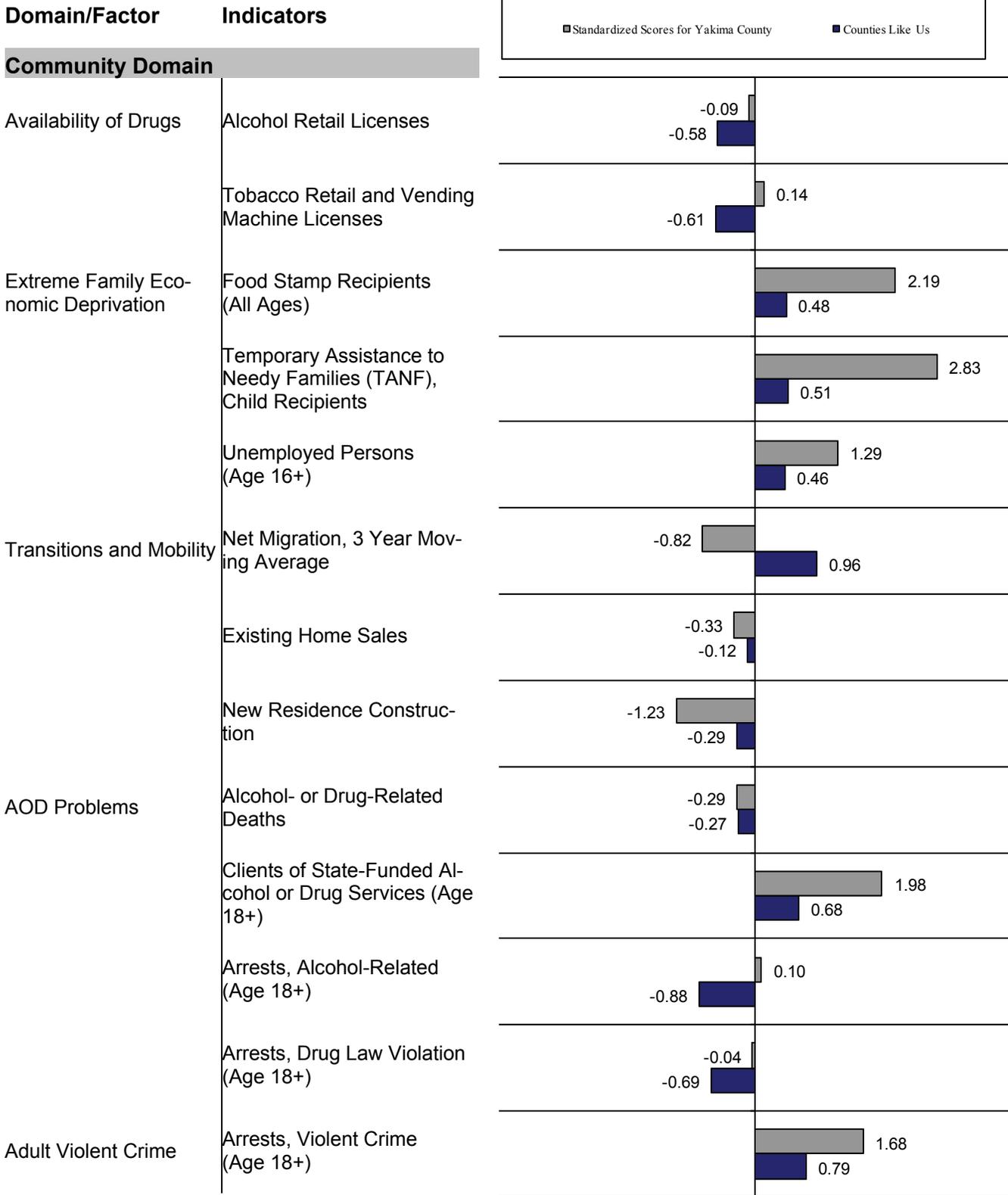


Source: US DOJ; Federal Bureau of Investigation

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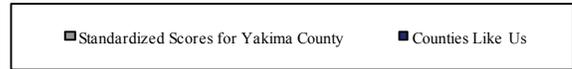
Section 3:

Yakima County 2010 Risk Profile



Domain/Factor

Indicators



Community Domain

Low Neighborhood Attachment and Community Disorganization

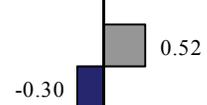
Prisoners in State Correctional Systems (Age 18+)



Population Not Registered to Vote



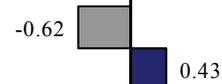
Registered and Not Voting in the November Election



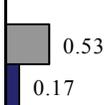
Family Domain

Family Problems

Divorce



Victims of Child Abuse and Neglect in Accepted Referrals



School Domain

Senior Class Loss

Freshmen Who Leave School Before Their Senior Year

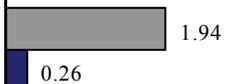


Low School Test Scores

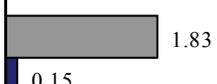
Poor Academic Performance, Grade 10 WASL (Age 15)



Poor Academic Performance, Grade 7 WASL (Age 12)



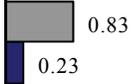
Poor Academic Performance, Grade 4 WASL (Age 9)



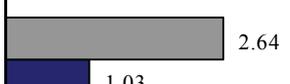
Individual/Peer Domain

Early Criminal Justice Involvement

Arrests, Alcohol- or Drug-Related (Age 10-14)

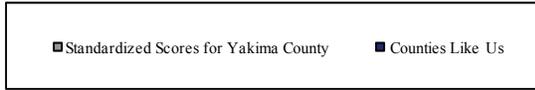


Arrests, Vandalism (Age 10-14)



Domain/Factor Indicators

Problem Outcomes



Child and Family Health

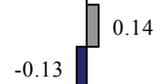
Child Injury and Accident Hospitalizations



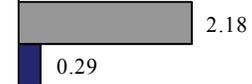
Infant Mortality (Under 1 Year)



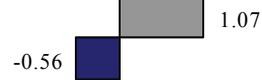
Child Mortality (Ages 1-17)



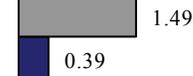
Births (Mothers Age 10-17)



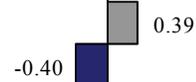
Sexually Transmitted Disease Cases (Birth-19)



Suicide and Suicide Attempts (Age 10-17)



Low Birth Weight Babies



Women Injury and Accident Hospitalizations

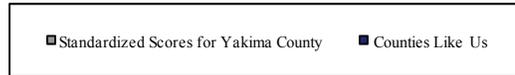


School Issues

School Weapons Incidents All Grades



Domain/Factor Indicators

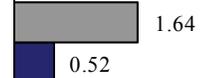


Problem Outcomes

Criminal Justice Offences, Domestic Violence



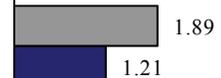
Total Arrests, (Age 10-14)



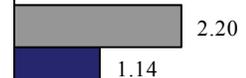
Arrests, Property Crime (Age 10-14)



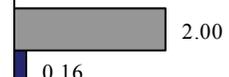
Arrests, Property Crime (Age 10-17)



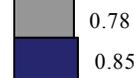
Arrests, Property Crime (Age 18+)



Arrests, Violent Crime (Age 10-17)



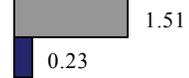
Substance Use Alcohol-Related Traffic Fatalities Per All Traffic Fatalities



Arrests, Alcohol Violation (Age 10-17)



Arrests, Drug Law Violation (Age 10-17)



Clients of State-Funded Alcohol or Drug Services (Age 10-17)



Section 4:

Yakima School District 2010 Risk Profile

n = 3,030

873 (82%) of Grade 6 students

762 (74%) of Grade 8 students

776 (67%) of Grade 10 students

619 (79%) of Grade 12 students

Figure 4.1

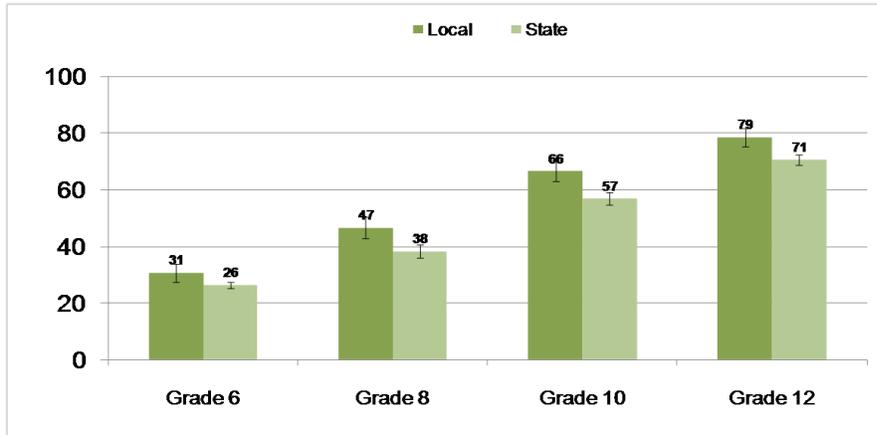
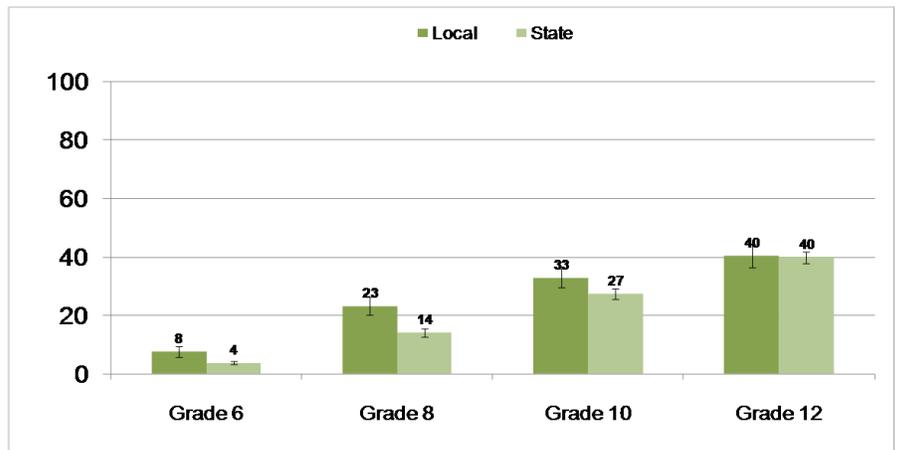


Figure 4.2



NOTES:

Figure 4.3

Lifetime Marijuana Use

Percent of students who report having ever smoked marijuana

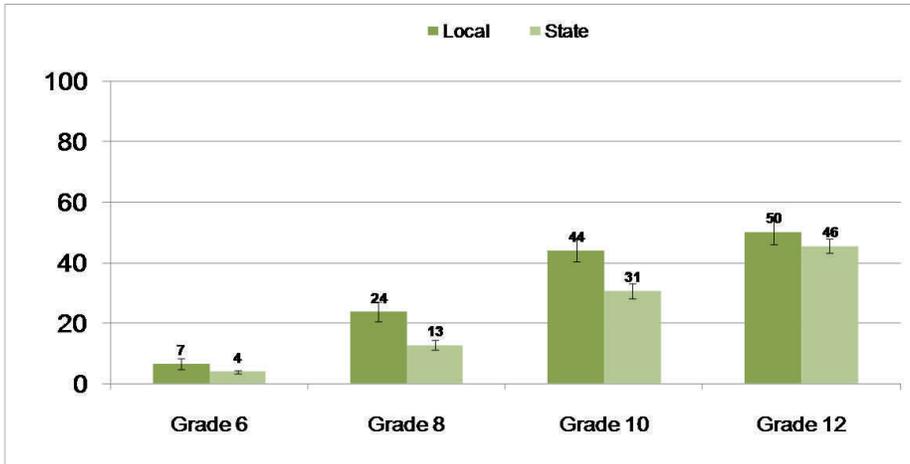
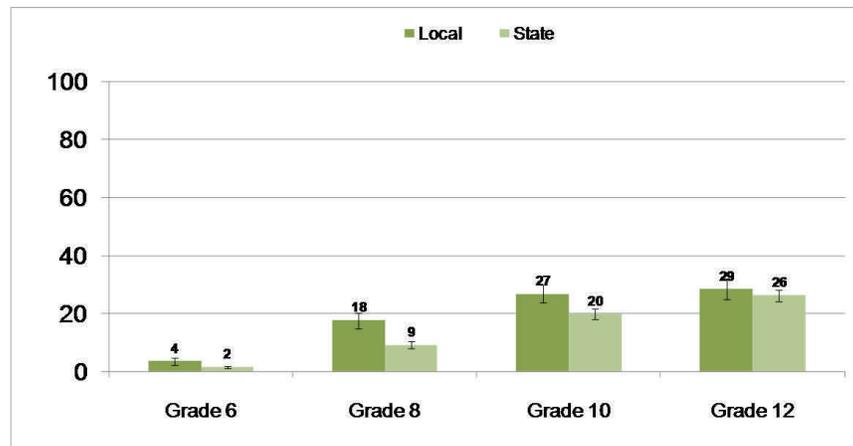


Figure 4.4

Current Marijuana Use

Percent of students who report smoking marijuana in the past 30 days



NOTES:

Figure 4.5

Current Prescription Drug Use

Percent of students who report using a pain killer to get high in the past 30 days

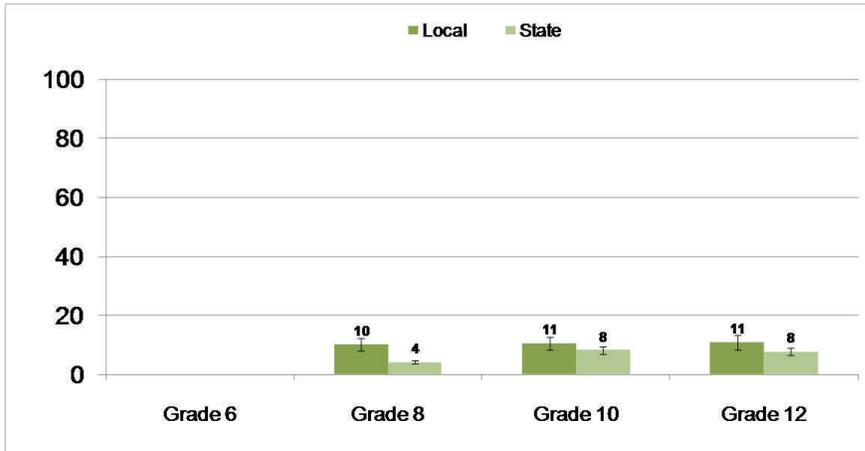
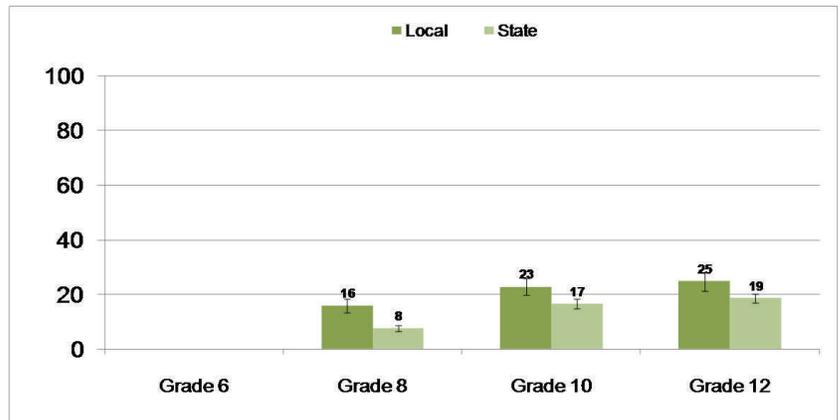


Figure 4.6

Substance Use at School

Percent of students who report being drunk or high at school in the past year

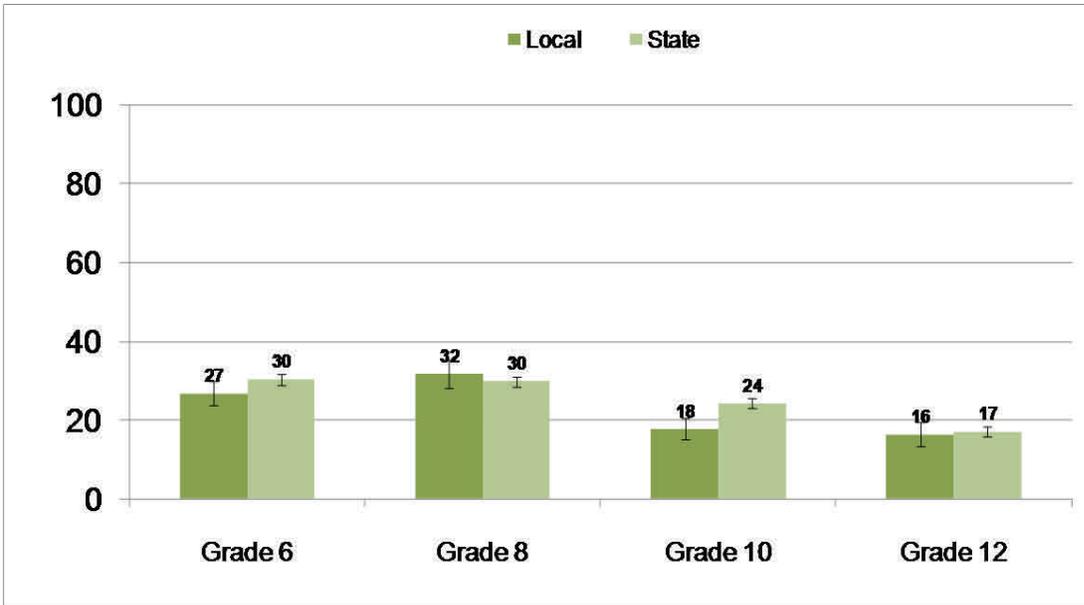


NOTES:

Figure 4.7

Bullying

Percent of students who report being bullied in the past 30 days

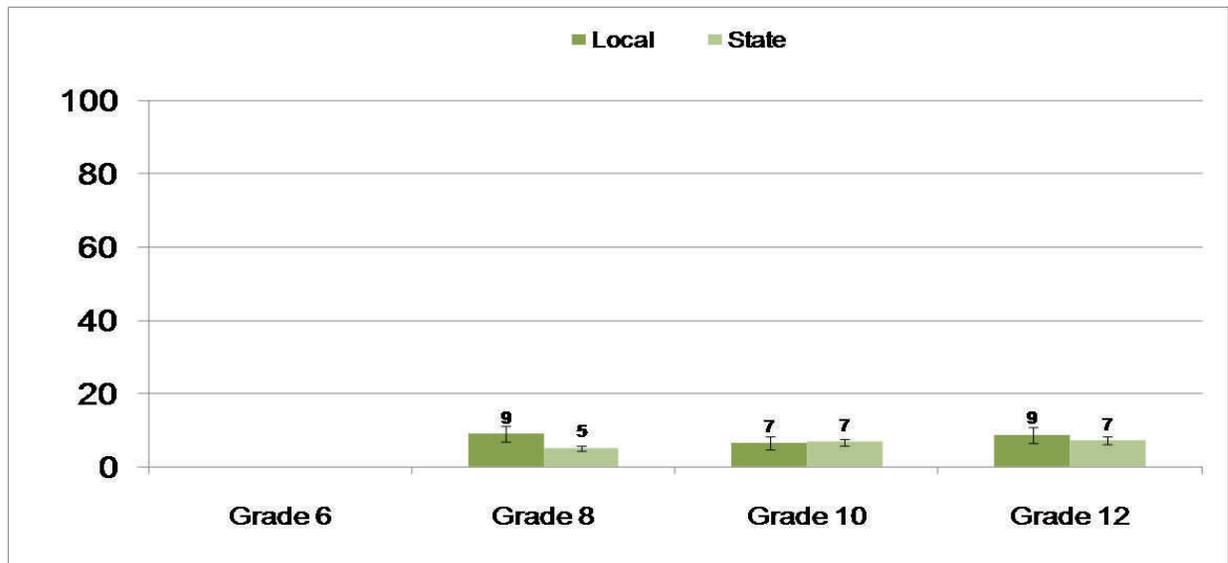


NOTES:

Figure 4.8

Weapon Carrying At School

Percent of students who report carrying a weapon on school property in the past 30 days

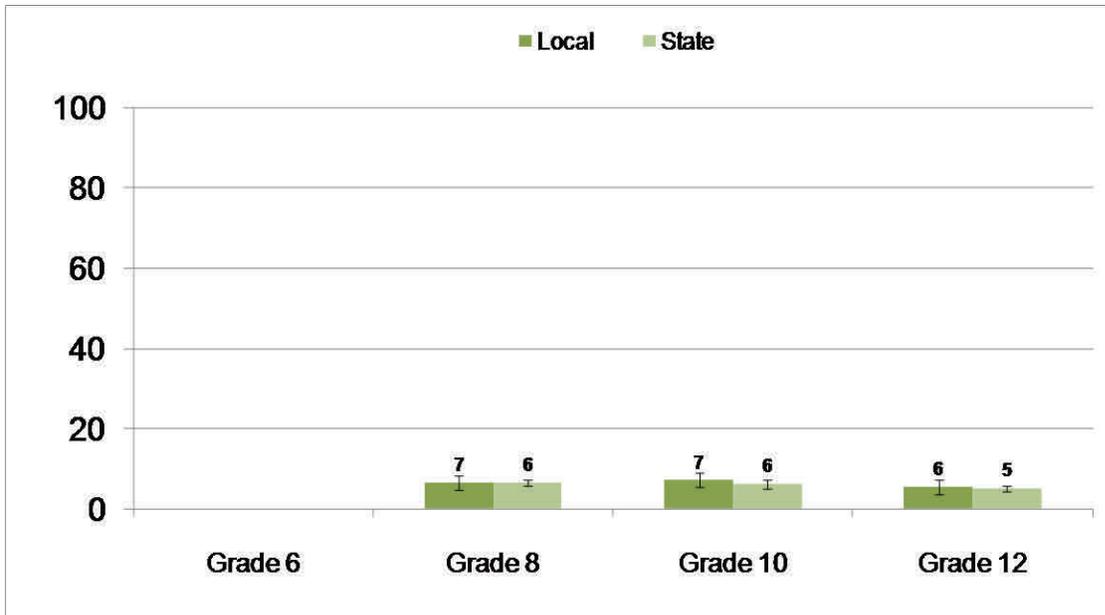


NOTES:

Figure 4.9

Gang Membership

Percent of students who report being members of a gang in the past year



NOTES:

Figure 4.10

Perceived Availability of Alcohol

Percent of students who report alcohol would be very hard to get

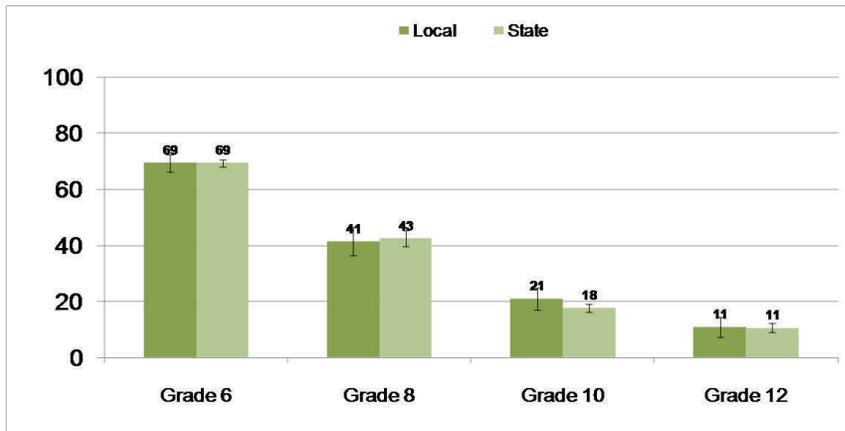
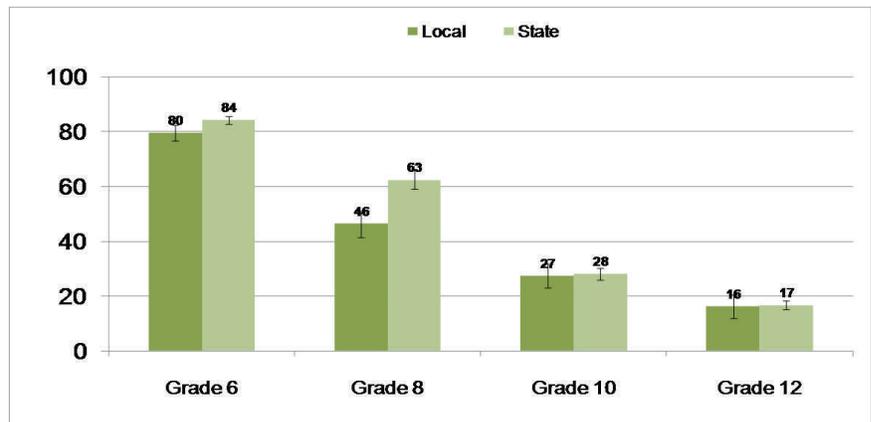


Figure 4.11

Perceived Availability of Marijuana

Percent of students who report marijuana would be very hard to get



NOTES:

Section 5:

2011 GFI Youth Survey

NOTES:

Instrument: OJJDP Comprehensive Gang Model Youth Survey

n = 289

Gender:

Male = 50%

Female = 49%

Race & Ethnicity

Hispanic/Latino = 75%

White = 18%

Black = 3%

American Indian = 3%

Other = 1%

Age:

11 = 7%

12 = 18%

13 = 26%

14 = 39%

15 = 8%

Grade:

6th = 25%

7th = 9%

8th = 64%

NOTES:

School Experiences

	Washington	Franklin	Wilson	Lewis & Clark	Total
I fell safe at my school.	MS	MS	MS	MS	
No!	4%	6%	11%	7%	7%
No	20%	4%	8%	14%	11%
Yes	49%	61%	49%	60%	55%
Yes!	25%	29%	30%	18%	26%

	Washington	Franklin	Wilson	Lewis & Clark	Total
Enjoy being in school?	MS	MS	MS	MS	
Never	6%	3%	15%	12%	9%
Seldom	7%	7%	10%	12%	9%
Sometimes	35%	31%	32%	33%	33%
Often	17%	29%	22%	21%	22%
Almost always	35%	28%	21%	21%	26%

	Washington	Franklin	Wilson	Lewis & Clark	Total
Hate being in school?	MS	MS	MS	MS	
Never	17%	22%	8%	8%	14%
Seldom	10%	11%	23%	12%	14%
Sometimes	42%	43%	38%	45%	42%
Often	14%	15%	16%	12%	15%
Almost always	17%	7%	12%	21%	14%

	Washington	Franklin	Wilson	Lewis & Clark	Total
Try to do your best work in school?	MS	MS	MS	MS	
Never	1%	0%	4%	4%	2%
Seldom	1%	3%	1%	5%	3%
Sometimes	27%	21%	21%	23%	23%
Often	14%	24%	23%	23%	21%
Almost always	56%	50%	49%	42%	50%

NOTES:

Life Experiences

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
29. Carried a handgun?					
a. None	94%	89%	93%	89%	91%
b. 1	6%	10%	1%	5%	6%
c. 2	0%	0%	1%	0%	0%
d. 3	0%	0%	3%	3%	1%
e. 4	0%	0%	0%	3%	1%

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
30. Sold illegal drugs?					
a. None	85%	75%	84%	75%	80%
b. 1	7%	10%	5%	15%	9%
c. 2	6%	6%	3%	4%	5%
d. 3	1%	3%	1%	1%	2%
e. 4	1%	1%	5%	4%	3%

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
32. Been arrested?					
a. None	83%	74%	84%	86%	82%
b. 1	7%	18%	7%	5%	9%
c. 2	7%	6%	0%	3%	4%
d. 3	1%	0%	5%	1%	2%
e. 4	1%	0%	3%	4%	2%

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
33. Dropped out of school?					
a. None	79%	86%	85%	92%	85%
b. 1	14%	6%	10%	5%	9%
c. 2	4%	3%	1%	0%	2%
d. 3	1%	3%	1%	1%	2%
e. 4	1%	0%	1%	1%	1%

NOTES:

Life Experiences

	Washington	Franklin	Wilson	Lewis & Clark MS	Total
34. Been members of a gang?	MS	MS	MS		
a. None	72%	76%	89%	84%	80%
b. 1	11%	7%	3%	5%	7%
c. 2	4%	6%	1%	4%	4%
d. 3	6%	3%	1%	3%	3%
e. 4	7%	6%	5%	4%	6%

	Washington	Franklin	Wilson	Lewis & Clark MS	Total
41. Carried a handgun?	MS	MS	MS		
a. Never have	89%	88%	90%	92%	90%
b. 10 or younger	6%	4%	3%	1%	3%
c. 11	0%	0%	0%	1%	0%
d. 12	1%	1%	0%	1%	1%
e. 13	4%	1%	1%	1%	2%
f. 14	0%	1%	1%	3%	1%
g. 15	0%	0%	0%	0%	0%
h. 16	0%	0%	0%	0%	0%
i. 17 or older	0%	0%	0%	0%	0%

	Washington	Franklin	Wilson	Lewis & Clark MS	Total
43. Belonged to a gang?	MS	MS	MS		
a. Never have	82%	92%	89%	92%	89%
b. 10 or younger	0%	1%	3%	1%	1%
c. 11	3%	0%	1%	3%	2%
d. 12	1%	0%	0%	0%	0%
e. 13	10%	3%	1%	1%	4%
f. 14	3%	0%	0%	3%	1%
g. 15	0%	0%	1%	0%	0%
h. 16	0%	0%	0%	0%	0%
i. 17 or older	0%	0%	0%	0%	0%

NOTES:

Life Experiences

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
44. Take a handgun to school?					
a. Very wrong	79%	83%	73%	74%	77%
b. Wrong	14%	13%	14%	15%	14%
c. A little bit wrong	4%	1%	10%	5%	5%
d. Not wrong at all	3%	3%	4%	4%	3%
	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
45. Steal anything worth more than \$5?					
a. Very wrong	46%	47%	42%	40%	44%
b. Wrong	23%	26%	27%	30%	27%
c. A little bit wrong	23%	21%	23%	22%	22%
d. Not wrong at all	8%	4%	7%	7%	7%
	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
46. Pick a fight with someone?					
a. Very wrong	42%	33%	30%	32%	34%
b. Wrong	27%	33%	37%	32%	32%
c. A little bit wrong	25%	24%	19%	26%	24%
d. Not wrong at all	4%	10%	12%	11%	9%
	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
49. It is all right to beat up people if they start the fight.					
a. No!	25%	28%	11%	15%	20%
b. no	10%	21%	26%	19%	19%
c. yes	42%	29%	23%	29%	31%
d. Yes!	23%	22%	38%	37%	30%

NOTES:

Life Experiences

54. Done crazy things even if they are a little dangerous.	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. Never	55%	54%	34%	41%	46%
b. I've done it, but not in the past year	13%	17%	26%	22%	19%
c. Less than once a month	6%	8%	7%	11%	8%
d. About once a month	13%	4%	8%	7%	8%
e. 2 to 3 times a month	6%	8%	5%	7%	7%
f. Once a week or more	8%	7%	12%	11%	10%

56. Carried a handgun	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. Never	90%	94%	96%	92%	93%
b. 1 or 2 times	1%	3%	1%	3%	2%
c. 3 to 5 times	3%	0%	1%	0%	1%
d. 6 to 9 times	0%	1%	0%	0%	0%
e. 10 to 19 times	3%	0%	0%	1%	1%
f. 20 to 29 times	1%	0%	0%	1%	1%
g. 30 to 39 times	0%	0%	0%	0%	0%
h. 40+ times	0%	0%	0%	0%	0%

61. Been drunk or high at school?	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. Never	77%	86%	85%	77%	81%
b. 1 or 2 times	13%	10%	8%	4%	9%
c. 3 to 5 times	1%	1%	4%	8%	4%
d. 6 to 9 times	3%	1%	1%	1%	2%
e. 10 to 19 times	3%	1%	0%	0%	1%
f. 20 to 29 times	0%	0%	0%	3%	1%
g. 30 to 39 times	0%	0%	0%	0%	0%
h. 40+ times	1%	0%	0%	4%	1%

NOTES:

Life Experiences

68. Are there any gangs at your school?	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	3%	14%	14%	7%	9%
b. Yes	44%	38%	29%	36%	36%
c. Don't know	54%	49%	55%	53%	53%

69. Do any of the students at your school belong to a gang?	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	1%	14%	7%	8%	8%
b. Yes	45%	35%	44%	44%	42%
c. Don't know	54%	51%	48%	44%	49%

70. What about gangs that don't have members attending your school...have any of those gangs come around your school in the past six months?	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	3%	17%	12%	19%	13%
b. Yes	37%	15%	16%	14%	21%
c. Don't know	61%	65%	67%	62%	64%

71. How often have gangs been involved in fights, attacks, or violence at your school in the past six months?	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. Never	7%	15%	12%	12%	12%
b. Once or twice a month	25%	13%	8%	16%	16%
c. Once or twice a week	3%	1%	3%	0%	2%
d. Almost every day	4%	1%	0%	4%	2%
e. Don't know	45%	26%	29%	33%	33%

NOTES:

Life Experiences

72. Have gangs been involved in the sale of drugs at your school in the past six months?	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	10%	14%	8%	18%	12%
b. Yes	21%	17%	12%	14%	16%
c. Don't know	58%	33%	40%	45%	44%

73. Have any gang members brought guns to your school in the past six months?	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	20%	18%	18%	25%	20%
b. Yes	10%	6%	4%	10%	7%
c. Don't know	58%	39%	38%	41%	44%
	87%	63%	60%	75%	71%

NOTES:

Gang Experiences

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
83. Have you ever belonged to a gang?					
a. No	76%	88%	81%	84%	82%
b. Yes	20%	13%	12%	15%	15%
84. If you have ever belonged to a gang, did that gang have a name					
a. No	7%	11%	12%	19%	12%
b. Yes	92%	87%	82%	85%	86%
85. Are you a gang member now?					
a. No	63%	54%	59%	38%	53%
b. Yes	35%	43%	35%	66%	45%
90. You can join before age 13.					
a. No	28%	11%	23%	38%	25%
b. Yes	35%	76%	59%	56%	57%

NOTES:

Gang Experiences

99. Why did you join the gang? Mark all that apply.	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. For fun	28%	0%	59%	66%	38%
b. For protection	35%	11%	12%	38%	24%
c. A friend was in the gang	7%	22%	12%	28%	17%
d. A brother or sister was in the gang	21%	11%	12%	19%	16%
e. I was forced to join	0%	0%	12%	0%	3%
f. To get respect	21%	11%	23%	47%	26%
g. For money	0%	22%	23%	38%	21%
h. To fit in better	0%	11%	0%	9%	5%
i. Other	0%	11%	12%	9%	8%
j. Not in a gang	21%	22%	12%	9%	16%

101. Get in fights with other gangs	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	0%	11%	12%	19%	10%
b. Yes	63%	87%	47%	66%	66%

102. Provide protection for each other	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	0%	11%	0%	0%	3%
b. Yes	63%	87%	70%	85%	76%

103. Steal things	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No	28%	22%	0%	9%	15%
b. Yes	35%	76%	70%	75%	64%

NOTES:

Gang Experiences

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
104. Rob other people					
a. No	28%	33%	33%	19%	28%
b. Yes	35%	65%	65%	66%	58%
105. Steal cars					
a. No	28%	43%	0%	38%	27%
b. Yes	35%	54%	59%	47%	49%
106. Sell marijuana					
a. No	14%	22%	0%	9%	11%
b. Yes	49%	76%	70%	75%	68%
107. Sell other illegal drugs					
a. No	28%	43%	12%	28%	28%
b. Yes	35%	54%	47%	56%	48%
108. Damage or destroy property					
a. No	7%	33%	12%	28%	20%
b. Yes	56%	65%	47%	56%	56%

NOTES:

Neighborhood Experiences

126. My neighbors notice when I'm doing a good job and let me know.	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No!	39%	29%	36%	47%	38%
b. no	38%	32%	32%	36%	34%
c. yes	14%	22%	21%	12%	17%
d. Yes!	8%	11%	5%	4%	7%

127. I like my neighborhood.	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No!	10%	11%	8%	14%	11%
b. no	21%	15%	15%	12%	16%
c. yes	41%	43%	37%	47%	42%
d. Yes!	28%	31%	32%	25%	29%

128. There are lots of adults in my neighborhood I could talk to about something important.	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No!	20%	19%	26%	30%	24%
b. no	44%	26%	30%	26%	32%
c. yes	24%	35%	22%	32%	28%
d. Yes!	13%	19%	15%	11%	15%

143. I feel safe in my neighborhood.	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
a. No!	8%	7%	4%	8%	7%
b. no	28%	17%	18%	18%	20%
c. yes	41%	44%	45%	52%	46%
d. Yes!	23%	31%	18%	19%	23%

NOTES:

Family Experiences

	Washington MS	Franklin MS	Wilson MS	Lewis & Clark MS	Total
154. The rules in my family are clear.					
a. No!	1%	0%	5%	7%	3%
b. no	10%	4%	7%	8%	7%
c. yes	48%	44%	45%	44%	45%
d. Yes!	41%	50%	33%	37%	40%
155. Has anyone in your family ever had a severe alcohol or drug problem?					
a. No	59%	61%	63%	63%	62%
b. Yes	41%	36%	27%	34%	35%

NOTES:
