

A. Statement of the Problem

The Gang Reduction Intervention Taskforce is based in Yakima, WA. The City of Yakima, located in South Central Washington, is the 11th largest city in the state with 93,000 residents.¹ Its economy is based on it being the largest city in South Central Washington and Yakima County which has significant agricultural productivity and is a service industry hub for the surrounding area. The agricultural industry has depended on having a low wage worker pool to tend and harvest crops. Apples and other tree fruit, Dairy, hops, and vegetables are the primary agricultural products of the County. The population in the county is 49.4% Latino, 43% non-Latino Caucasian, 5.5% African American, Native American and Asian and Pacific Islander and 2.1% of two or more races.²

The city is ranked 15th in per household income of the top 15 cities in WA state.³ Yakima School District has 72% of its students who qualify for free and reduced meals. The Yakima School District is 78% Latino, 17.3% White, 2.5% Two or more races, American Indian .9%, African American, .8% and Asian and Pacific Islander .5%.⁴

In a recent group audit commissioned by Project Safe Neighborhoods for the Eastern District of Washington, the Eastern District of Washington was ranked third in the U.S. Probation's Risk Index of all US Attorney Office regions in the United States. Within that District, the Project Safe Neighborhoods has chosen to focus its efforts solely on Yakima and Yakima County due to the high rate of gangs and gang violence here.

¹ Washington Cities by Population https://www.washington-demographics.com/cities_by_population

² Yakima County Trends. Non-white Population as a Share of Total Population, http://yakimavalleytrends.org/graph.cfm?cat_id=0&sub_cat_id=3&ind_id=4

³ Wikipedia, Washington Places Ranked by Ranked by Per Capita Income. https://en.wikipedia.org/wiki/List_of_Washington_locations_by_per_capita_income

⁴ Office of Superintendent of Public Instruction, WA State Report Card, Yakima School District <http://reportcard.ospi.k12.wa.us/summary.aspx?schoolId=294&year=2016-17&reportLevel=District>

Yakima County has the third highest level of gang activity, even though it is only the eighth most populous county in the state. This level is the highest of all counties in the Eastern District of Washington.⁵ In the Project Safe Neighborhoods group assessment, it was noted that there are 26 street gangs in Yakima, with an estimated 1,300 members and associates. That is a rate of 1.4 percent of the city's population. Of the 27 gangs present in Yakima County, 93% are rated as either extremely or somewhat violent and 89% are rated as highly or somewhat organized⁶

In the first four months of 2019, three teenagers were shot to death in gang violence in Yakima and the nearby town of Wapato. All three were 16 years old or younger. An adult aunt of one of the victims was seriously injured but is recovering. The shooters in two of the murders who have been apprehended are both teenagers. Six of the nine homicides committed in the first 4 months of 2019 in Yakima County had a gang connection.⁷

The City of Yakima has been working to address gang violence at multiple times since gang presence and gang violence came to the fore during the 1990s with the growth of the crack epidemic. Yakima was a major distribution point for crack cocaine for the Northwestern United States and Western Canada. In 2011 and 2012 the City of Yakima and Yakima County conducted community assessments as per the OJJDP Comprehensive Gang Model.

The Yakima County Gang Assessment was initiated by the Yakima County Gang Commission and followed the protocol outlined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP)'s Comprehensive Gang Model. Additional data was included from Yakima County Local Indicators for Excellence (YC-LIFE) Yakima County Annual Report

⁵ Project Safe Neighborhoods Yakima Police Department Group Audit, draft form as of June 1, 2019.

⁶ Project Safe Neighborhoods Yakima Police Department Group Audit, draft form as of June 1, 2019.

⁷ Yakima Herald Republic April 29, 2019 article. https://www.yakimaherald.com/news/crime_and_courts/gang-activity-increases-every-spring-in-the-yakima-valley-police/article_6ae2ba54-bdcb-58b0-aeaf-4289406e6041.html

2012 released in March 2012. This assessment included a review of community demographic and perception data, law enforcement data, and student/educational data for the presence of various risk factors as identified by the OJJDP Gang Model. There are 49 risk factors in all; the OJJDP Model Guide states the greater the number of risk factors experienced by the youth, the greater the likelihood of gang involvement.

Key Findings

Key findings were developed from a review of the data for risk factors for gang involvement with comparisons made with Washington State as a whole when possible.

1. Yakima County has an environment that contains multiple risk factors for gang involvement including a culture of poverty which is magnified by single parenting, low adult educational attainment, and high seasonal unemployment rates. The presence of these factors varies widely amongst communities within the County.
2. Yakima County has a high rate of at-risk youth with multiple risk factors for gang involvement including higher rates of school failure, a high teen birth rate, suicide and suicide attempts, depression, illegal drug use, alcohol use, and low neighborhood attachment. Students also report feeling less safe in school.
3. Yakima County contains a multitude of micro cultures among segments of the population as illustrated by the wide disparities in race and ethnicity, income, crime, and educational attainment. This is further evidenced by undercurrents of conflict related to those differences as demonstrated in the survey responses.
4. A lack of common definitions and criteria for Gang Membership and Gang Activity made the analysis of Gang Crime difficult. Additionally, the old system for tracking law enforcement activity called for individual assessments of incident

reports, this and the absence of a dedicated Crime Analyst has also been a challenge in assessing past crime activity. Moving forward, law enforcement agencies have taken a new step in cooperation to keep track of law enforcement data which will help track gang activity in the future by implementing a single system for records management. The City of Yakima also recently hired a Crime and Intelligence Analyst to assist in the investigations of crimes, including gang violence and crime.

City of Yakima Gang Free Initiative

In response to concerns about the chronic presence of gangs and gang crime in our community, in November 2009, the Yakima City Council, directed City Staff to develop a framework for the implementation of a City of Yakima Gang Free Initiative. The vision of the City of Yakima Gang Free Initiative was to create a safe, peaceful, gang-free community resulting in a high quality of life for families. Their mission was to engage the community to develop suppression, prevention and intervention strategies that support and promote positive youth development. In 2011 they released the 2011 City of Yakima Community Profile for the benefit of key community stakeholders, policymakers and service providers. This profile presents data and analysis to support the development of a city-wide anti-gang approach to reducing juvenile crime and violence in the city of Yakima. The 2011 City of Yakima Community Profile was in line with the efforts of the Yakima County Gang Commission Assessment. Even though both assessments were similar in many ways and both used guidance from the OJJDP Comprehensive Gang Assessment model, they differed regarding their intended audience and outcome.

The Present: 2014--2019.

In 2014, the City conducted a livability survey which asked specific questions about safety and crime. In the first nine months of 2017 there were eleven homicides in Yakima.⁸ Three of those homicides were determined to be gang related. An additional three of them may have been gang related but officers lacked sufficient evidence to make that determination. One other homicide occurred in a neighborhood known for gang violence, but the victim was not gang related. In one of the gang related shootings, a fourteen year old male was killed as part of a drive-by shooting. This gang violence spurred the City Council to start a series of neighborhood forums about gang and gun violence in Yakima. Between 2017 and 2018, a total of ten public forums took place throughout the City including two in Spanish. These efforts concluded with the Vision 2025 Community Wellness Plan, which addressed community health from three perspectives: Youth development; Domestic violence; and Neighborhood safety.

In addition, in May 2018 Opportunities Industrialization Center of WA (OIC) and NAACP hosted a regional dialogue for youth to discuss violence. The City will leverage any and all current discussions where we can understand diverse perspectives and incorporate messages in our program design.⁹ Based on feedback provided by community residents to listening sessions conducted by the Yakima City Council in 2017, youth and gang violence ranked as one of their top concerns¹⁰. The outcry over the violence prompted Washington Governor Jay Inslee to visit Yakima to meet with community residents and leaders in October 2017.¹¹ Over 100 people attended the meeting. A statewide summit on gangs and youth violence was held in November 2017. Out of these efforts came a grant from the Governor's office to the City of

⁸ https://www.yakimaherald.com/news/gang-violence-solutions-hobbled-by-scant-resources/article_5ecc38d6-aa50-11e7-9fd5-ffd1968673c9.html

⁹ Now is the Time II, City of Yakima Community Health and Safety Plan Vision 2025, pages 4-6

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¹¹ https://www.yakimaherald.com/news/gang-violence-solutions-hobbled-by-scant-resources/article_5ecc38d6-aa50-11e7-9fd5-ffd1968673c9.html

Yakima to develop a sustainable approach to addressing gang violence and youth involvement in gangs. This grant for a total of \$150,000 was given for the state fiscal year from July 1, 2018 to June 30, 2019.¹²

With the receipt of the grant, the City of Yakima began using the structure outlined in the Comprehensive Gang Model. This has included:

- Convening a steering committee of key decision makers which meets monthly.
- Bringing together service providers and concerned community residents to share resources, make connections and look at service gaps and how to fill them. This group called the Gang Reduction Intervention Taskforce (GRIT) Village has met every two months.
- Developing a small pilot program, dubbed the Yakima Youth Leadership Program, as our service delivery component. It provides coaching/mentoring to select 6th grade students in the Yakima School District and their parents/guardians. The youth are identified by the school as either being in a gang or at clear risk of joining one. The design of this program, including the student age group to be reached, was determined by the GRIT Village.
- Conducting a community education campaign with hour long interviews on KDNA, the local Spanish Language public radio station, and short interviews and advertisements on three English Language radio stations in Yakima.

¹²<https://www.ofm.wa.gov/sites/default/files/public/budget/statebudget/18supp/recsum/2018SupplementalRecSums.pdf>

- Evaluating the effectiveness and impact of the grant program's components. The evaluation is not yet ready at this time, but will be submitted to the State of Washington by July 15, 2019. It will be available for sharing with OJJDP at that time.

Through the work we have done thus far under our current state grant, we clearly see the value of continuing to implement the comprehensive gang model complete with continued Gang Reduction Intervention Taskforce Steering Committee and Village meetings and to expand the Yakima Youth Leadership Program to all four Yakima School District Middle Schools and all the youth who could benefit from the program.

B. Program Design and Implementation: Goals, Objectives and Performance Measures

Our goals under the City of Yakima's Gang Suppression Grant are:

- A. Identify and address service gaps and barriers, and create a blueprint for a comprehensive network of services for youth at risk of becoming gang involved or continuing in the gang lifestyle.
- B. Reduce the impact of violence on youth by improving identification, screening, access, delivery and quality of services available to youth exposed to gang-related violence in an attempt to prevent them from joining a gang or becoming victimized by a gang.
- C. Reduce and sustain reductions in community youth violence, particularly gun and gang violence and victimization.

Objectives for accomplishing these goals include:

1. To reduce significantly the number of Yakima School District sixth graders during the 2019-20 and 2020-21 school years who join gangs during the Yakima Youth Leadership Program's existence with a longer-term objective of reducing significantly the number of youth in this age cohort who become involved in gangs throughout their lives.

2. To increase instruction time of students in the Yakima Youth Leadership Program and reduce their disciplinary issues.
3. To help students participating in the Yakima Youth Leadership Program increase their level of school engagement, attendance and desire to learn.
4. To help students who participate in the program to become more resilient and thus less likely to join gangs by teaching them leadership skills, and teaching and fostering hope in them which propels them to positive, productive futures.
5. To provide opportunities for youth who have completed and begun to practice their newfound leadership skills to move into a leadership role in the Yakima Youth Leadership Program by referring other students to it, helping Education Advocates when they hold YYLP group events and moving into leadership roles in school.
6. To match youth who participate in the program with mentors through existing and newly created mentoring programs with long term mentor/mentee matches.
7. To refer and help connect parents/guardians of participating youth to needed/requested community resources to help the families meet basic needs and promote resilience.
8. To reduce youth gang violence by starving the gangs of new, young recruits.
9. To continue convening service providers and concerned individuals as the Gang Reduction Intervention Taskforce (GRIT) Village to identify service gaps and barriers and work to fill those gaps with new services and reduce barriers to service access.
10. To grow the partnerships and collaborative efforts between service providers in the GRIT Village.

11. To create partnerships with service clubs and other groups to increase significantly the number of mentors who are available to work with Yakima Youth Leadership Program youth.
12. To expand the membership of the Gang Reduction Intervention Taskforce Steering Committee to enlist the participation of leaders in key community sectors that are part of this body. It is tasked with providing direction, changing policies within its member agencies, governmental entities which will positively affect the availability of services, reduction in service barriers and create a community culture that generate and supports hopeful and resilient youth.

Performance Measures for these goals and objectives.

Objective 1: Reduce the number of YSD 6th graders joining gangs.

- Count the number of Yakima School District Middle School students wearing gang colors, sporting hair styles associated with gang life, displaying gang signs at school at 3 points during each of the school years covered in this program.
- Measure the attitudes towards gangs of program participants at the beginning of their participation in Yakima Youth Leadership Program and at the end of it via surveys/interviews.

Objective 2: Increase instructional time and reduce disciplinary issues of YYLP students.

- Reduce the number of missed school days and tardiness levels of students participating in the Yakima Youth Leadership program.
- Reduce the number of discipline incidents for students in the program.

Objective 3: Increase YYLP students' school engagement and desire to learn.

- Increase the completion rate for homework and other school projects for youth in the Yakima Youth Leadership Program.
- Increase the number of youth who report being happy at school and liking school via pre and post program participation surveys/interviews.

Objective 4: Help YYLP students become more resilient.

- Measure the participating youths' awareness and utilization of leadership skills including verbal and non-verbal communications skills, awareness of the risk of social media causing upset, disrespect and isolation, bullying and its impact on others/self, risks of drug and alcohol use, knowledge of what gang life is really like and the risks associated with it, conflict resolution and self-regulations skills. This will be done via interviews and the end of program participation.
- Measure the participating youths' hopefulness for their future by interviewing them about their vision for their future in the areas of home and family, education and career, hobbies and recreation and community/service utilizing the model of Kids at Hope time travel.¹³

Objective 5: Provide YYLP students with leadership opportunities.

- Record and count number of YYLP student referrals of other students to the program, YYLP students' participation in leadership role at YYLP group events, YYLP students' stepping up to leadership roles in broader school environment.

Objective 6: Match YYLP students with mentors.

- Measure the number of Yakima Youth Leadership Program youth who have mentor matches at the beginning and end of their program participation.

Objective 7: Refer and help parents/guardians connect to needed community resources.

¹³ Kids at Hope website. <http://kidsathope.org/>

- Measure the number of referrals made and successful connections facilitated.

Objective 8: Reduce youth gang violence.

- Work with the Yakima Police Department Crime Statisticians to measure the incidence of gang related crime and violent crime over the course of the 36 month period of the grant.

Objective 9: Convene GRIT Village.

- Report on the frequency of GRIT Village meetings, identification of service gaps and barriers and what steps have been taken to fill those gaps and reduce barriers.

Objective 10: Grow GRIT Village partnerships and collaborations.

- Using surveys at three points during the grant period (first month, ninth month and eighteenth month) to measure the current and planned partnerships and collaborations between GRIT Village participants.

Objective 11: Increase available mentors to serve YYLP youth and others.

- Measure the number of participating youth who have been matched with mentors.
Measure the number of mentors participating in youth mentoring programs in Yakima at two points during the grant period.

Objective 12: Expand Members of GRIT Steering Committee.

- Report on the membership of the Gang Reduction Intervention Taskforce steering committee including number of members and their sector affiliations.

A descriptive plan for the Components of the City of Yakima Gang Reduction Intervention Taskforce is provided below.

The City of Yakima's Gang Suppression proposal includes the following components.

1. Continue the work of, and expand the membership of, the Gang Reduction Intervention Taskforce Steering Committee.

2. Continue convening the Gang Reduction Intervention Taskforce Village, the group of service providers, faith-based organizations, concerned community leaders and members to enhance connections and collaboration with each other, make referrals, identify service gaps and find or create resources to fill those gaps.
3. Continue and expand the Yakima Youth Leadership program to all four Yakima School District Middle Schools with a goal of working with 150 6th graders over the course of the grant's 36 months to prevent them from entering gangs or to move out of gangs they have already entered. We will also hold assemblies for sixth graders in all four Yakima School District middle schools to talk about gangs, the negative impact of gang life, Adverse Childhood Experiences and Resilience and community and school resources to strengthen resilience. Lastly, we will have annual parent forums on these same topics with resource fairs of school and community resources to help families address these challenges.

Each of these elements is explained in more detail below.

1. The Gang Reduction Intervention Taskforce Steering Committee was convened in July 2018 with the beginning of the Washington State grant to the City of Yakima at which time the city adopted a Comprehensive Gang Model approach to addressing gang violence and youth involvement in gangs. The committee meets monthly to provide grant oversight and direction for the overall efforts to address gang violence and youth involvement in gangs as well as evaluation of the efforts. This work will continue as envisioned in the Comprehensive Gang Model.

The committee's initial members included:

- Three of the seven members of the Yakima City Council: Dulce Gutierrez, Brad Hill and Jason White.

- Yakima County Prosecutor: Joseph Brusic.
- Yakima County Juvenile Court Administrator: Candi Shute
- Yakima School District Superintendent: Jack Irion
- Yakima Valley Farmworker's Clinic Director: Carlos Olivares. Mr. Olivares soon designated the Clinics' Senior Director of Planning and Development to take his place on the committee due to his busy schedule. Rodona Marquez.

In April of 2019, the committee voted to expand its membership to include a law enforcement representative and a formerly gang involved individual.

- The Chief of Police for the City of Yakima, Matt Murray joined the committee at its May meeting.
- The committee has identified two former gang members who are working to help youth end their gang ties whom they have invited to join the committee. One has declined due to his busy schedule. The other has not given her response yet but is still in dialogue with the Gang Reduction Intervention Taskforce consultant about the invitation.

The committee is considering adding representatives from additional sectors of the community including family support and case management, mental health, independent living skills, employment training and retention and faith and youth development. We will pursue this expansion of the steering committee as we move into the OJJDP Gang Suppression grant.

2. The Gang Reduction Intervention Taskforce Village has grown considerably since the first meeting of community leaders to address the gang violence and youth involvement in gangs which took place in January 2018. The data base of participants includes 181 individuals from 77 organizations and governmental agencies as well as unaffiliated volunteers and community

members. There have been 113 different people participate in the four meetings held since November 2018 (during the time the city has had the grant from the state of Washington).

Going forward, we will continue to convene the GRIT Village to share information about resources and approaches that help us address gang violence and youth involvement in gangs and to foster collaboration and connection between the various entities with a goal towards matching those with resources to those with needs including space, expertise, volunteers, knowledge and connections.

3. The Yakima Youth Leadership Program component of our efforts will include the following:

A. Youth Mentoring/Coaching and family supports one hundred and fifty 6th graders (over the three years of the grant, 50 per year) identified by school staff as being in or on the cusp of entering gang lifestyle (approximately thirty youth will participate in the program at one time). The mentoring/coaching program will consist of:

- Education Advocates case managing and accompanying for the youth and families that would include the following items.
 - Two times weekly one-on-one conversations between youth and education advocate on the program's leadership skills curriculum and check in on progress towards goals.
 - Attendance, Grade & Behavior Challenges with rewards for completion.
 - Monitoring of grades and attendance on a weekly basis.
 - Connection to tutoring resources available at school when desired/requested by students/family/school.

- Assistance connecting to community resources (referrals, accompaniment, check in, follow up).
 - Connection to volunteer mentors through existing, sanctioned mentoring programs in the community.
 - Development of partnership with youths' parents/guardians so that they all can be working on the same page with programmatic elements.
 - Parent coaching, weekly, on how to parent successfully a middle schooler who is on the cusp of gang involvement.
 - Helping parents access needed community resources for themselves and their families.
- As a student's behavior, attendance and attitudes shift more positively they would receive a "warm" handoff to school counselors, coaches, School Resource Officers, an engaged parent or other natural support to continue their progress and another student would be given the slot in the program. Some students will likely need a longer intervention than others. Normal length of time actively in the program will likely be 12 to 16 weeks. The students who have "graduated" out of the program will continue to be monitored for progress towards their goals and in terms of school performance and behavior and supported by the education advocates who worked with them while in the program, just at a less intensive level. They will also be invited to move into a leadership role in the Yakima Youth Leadership Program.

B. Yakima School District-wide Resources for Youth and Parents/Guardians

- Annual assemblies on gang awareness for each of 4 middle school 6th grade cohorts with presentations from:
 - Former gang members on negative impacts on self, family, and loved ones of gang lifestyle.
 - Opportunities and motivational speakers that foster hope, goal setting and positive future outlook.
 - Education Advocates or other ESD 105 staff about Adverse Childhood Experience and Resilience and how to connect to school and community resources to build resilience for themselves and their children.
 - School counselors and other staff about resources available at school to address ACEs and foster resilience.
- Annual parent information nights (or full day Saturdays) for parents/guardians of 6th graders with:
 - Food for full family and child care/fun and educational activities
 - Training for parents on:
 - Recognizing gang behaviors, dress, signs,
 - Drug use as a gateway to gang involvement,
 - ACEs and Resilience for self and children
 - Parent/students' rights and responsibilities regarding school discipline
 - Services fair with booths for all service provider/GRIT Village members

The reasons we have chosen to focus our efforts on working with sixth graders is that most educators, juvenile justice representatives and community service providers have noted that at this point in the youths' lives, those children contemplating becoming part of a gang are not so

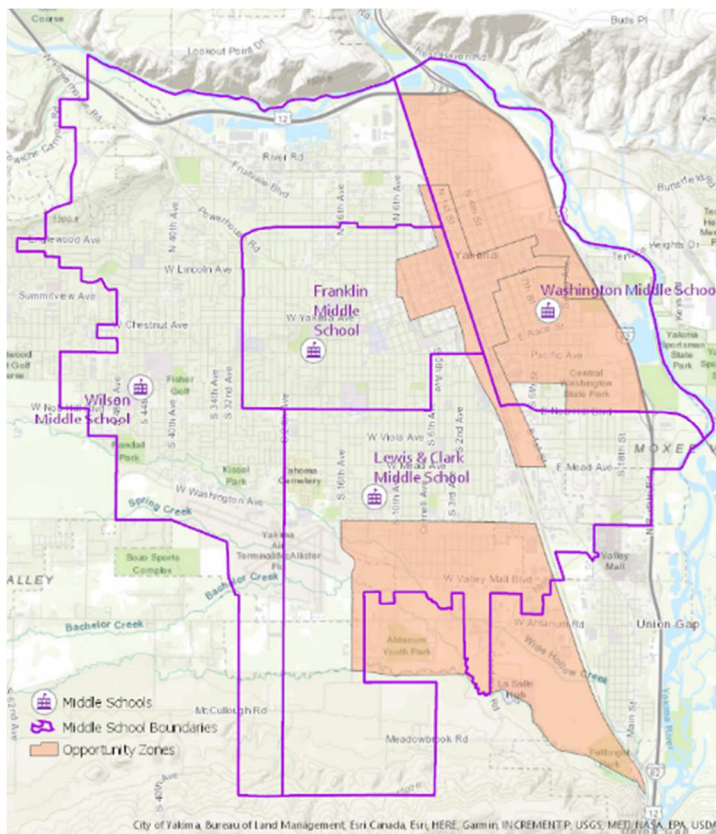
far into the gang/street lifestyle that we can't successfully divert them from making that choice. With changes in the broader culture, youth unattachment to families and schools by late middle school age, the criminally active gang members are as young as 13 and 14. Many people are commenting that this age youth is even more prone to engaging in very violent acts that may or may not be directed by older gang leaders. The youth may just be reacting to slights, such as social media posts they perceive are disrespectful, without thinking about the consequences when they begin a fight or pick up a gun to threaten or shoot another youth.

By focusing on 6th graders, we are hoping to direct them away from choosing a gang lifestyle before they are too deep into it and don't see a way out, and preventing them from committing criminal acts or becoming the victims of youth crime as a result of their gang involvement. The selection process for the youth will include having the Education Advocates work with school administrators, counselors, sixth grade teachers and school resource officers to identify students who have experienced:

1. Decline in school attendance and grades
2. Association with older students
3. Discipline involving drug use
4. Lack of interest in sports or after school/extracurricular activities
5. Documented gang behavior
6. Observed indicators of gang behavior (clothing, hair style, body language)
7. Generational gang influence (Parents/older siblings involved in gang life)

The school staff will contact the parents of the identified youth to see if they would approve of their child participating in the program. If they respond affirmatively, the youths would each be invited to participate in the program by the Education Advocates.

The service area for this grant covers the Yakima School District Catchment Area, an area that used to match the city's boundaries. In the last 30 years the city's limits have expanded westward into formerly unincorporated areas of Yakima County. Those areas, even though in the city, are part of the West Valley School District. The Union Gap school district just to the south of the Yakima District only serves Kindergarten through 8th grade. Students in that district attend Yakima School District High Schools. The Yakima/Union Gap area has three designated Qualified Opportunity Zones. The map below shows the school district boundaries with the Qualified Opportunity Zones overlay.



The Qualified Opportunity Zones and businesses within them will receive significant, positive impacts with the reduction in youth violence and youth involvement in gangs that we anticipate with the successful implementation of the Gang Reduction Intervention Taskforce project. This will come in the form of safer streets, reduced property crime for the businesses and residents in the zones, higher level of community cohesion as

the fear of crime and gangs abates. As you can see, the opportunity zones (shaded in peach) encompass nearly the entire boundaries for Washington Middle School, and a good section of the boundary of Lewis & Clark Middle School. Franklin Middle School's boundaries also include a

portion of an opportunity zones. Encouraging youth to attend class, get good grades, and become community leaders through the Yakima Youth Leadership Program will benefit the opportunity zones by providing good citizens, professional employers and employees, and the desire to invest in their community. Further, youth who are engaged in their schools and community create a safer neighborhood for residents of the Opportunity Zones. The goal of the YYLP is to have fewer children join gangs. If we decrease the pipeline into gang membership, gang size should age and ultimately shrink, causing less violence, crime and negativity in Opportunity Zones which, as is evidenced on the map, consists of a significant part of the east side of the City of Yakima. Overlaying this data with data regarding the gang activity within the City (see attachment of the gang audit conducted in May of 2019), you can see that the opportunity zones are also places with high gang activity. As a result, curbing gang entry by 6th graders will have beneficial effects on those opportunity zone neighborhoods, increasing public safety, decreasing crime, and creating more youth who are good neighbors and stewards of their communities.

Risk and Protective Factors that inform our Logic Model (statistics from the 2016 WA State Healthy Youth Survey.
<http://www.askhys.net/>):

Community Domain		Family Domain	
<p>Risk Factors:</p> <ul style="list-style-type: none"> ▪ Low level of attachment to their neighborhood. ▪ High level of community disorganization (unwillingness to cooperate with police). ▪ Frequent transitions in residency in neighborhood. ▪ Legal marijuana use for over age of 21. ▪ Perceived ease of availability of firearms. ▪ Community norms favorable to firearms. ▪ Limited opportunities for pro-social involvement. <p>Red font items are not in Hawkins and Catalano list of community domain risk factors.</p> <ul style="list-style-type: none"> ▪ High rate of racism and racist statements in the community. ▪ High rate of poverty in neighborhoods. ▪ Low expectation of chance for improved life. ▪ High level of incivility in public sphere. 	<p>Protective Factors:</p> <ul style="list-style-type: none"> ▪ Active volunteers serving youth in after school programs. ▪ Churches adopting schools and members volunteering there. ▪ Active service club community focusing on youth (Kiwanis clubs, Rotary clubs, Junior League). ▪ Yakima Youth Awards annually honoring youth who make a difference/are leaders. ▪ WA state laws on firearms are fairly restrictive. <p>What is needed:</p> <ul style="list-style-type: none"> ▪ High level of attachment in neighborhood, as evidenced by neighbors knowing and spending time with neighbors, block watches, active neighborhood groups. ▪ Stronger neighborhood cohesion. ▪ Changing community norms related to firearms, drug use, alcohol use. ▪ Development of pro-social involvement opportunities. 	<p>Risk Factors:</p> <ul style="list-style-type: none"> ▪ Poor family management (power dynamics due to immigration; limited parenting skills; parental absence; addiction). ▪ Family conflict. ▪ In some families, parents have favorable attitudes toward anti-social behavior. ▪ In some families, parents have favorable attitudes towards use of alcohol, tobacco and drugs. ▪ Some families have a history of anti-social behavior including gang involvement. ▪ Low family attachment due to differing generational expectations of immigrant families, poor parenting skills, limited time with children. ▪ Limited opportunities for families to have pro-social involvement in the community. <p>Parents, especially immigrant parents, don't know what their rights are regarding disciplining/controlling their children.</p>	<p>Protective Factors:</p> <ul style="list-style-type: none"> ▪ Many parents are engaged in their children's education and work hard to make extra curricular resources available to them. ▪ Many of the more traditional Latino families in the area have strong family linkages so if the children aren't rebelling they likely feel cared about and watched over (78% of the Yakima School District's student population are from Latino backgrounds). ▪ Parents genuinely care for and support their children. <p>What is needed:</p> <ul style="list-style-type: none"> ▪ Educational resources for parents/guardians on effective parenting, their rights to discipline/control their children despite immigration status. ▪ Increased opportunities for pro-social involvement in the community.

School Domain		Peer and Individual Domain	
<p>Risk Factors:</p> <ul style="list-style-type: none"> ▪ Children who have limited academic success in school are more likely to drop out or experience behavioral blocks to ongoing school attendance. ▪ While schools try to reward attendance and punish truancy, these efforts haven't been adequately successful at insuring annual academic progress and academic competence for all students. ▪ Children between 1st and 8th grade in Yakima County are almost 2.5 times as likely to have unexcused absences from school as their WA state counterparts. ▪ When schools do not have a trauma informed approach to school discipline children with high ACEs scores are more likely to have behavioral incidents that lead to suspension and expulsion. ▪ These risk factors lead to low school attachment and commitment as well as more dramatic challenges such as long term suspension or expulsion. 	<p>Protective Factors:</p> <ul style="list-style-type: none"> ▪ Active efforts by the Yakima School District to encourage attendance (rewards for perfect attendance and progress). ▪ Education Advocates available for high school age youth who have had contact with the criminal justice system through an OSPI grant to ESD 105. <p>What is needed:</p> <ul style="list-style-type: none"> ▪ Education advocacy for middle school age youth ▪ Alternative school resource for youth of middle school age who are long term suspended or expelled. ▪ Trauma informed/resiliency informed approach to discipline. 	<p>Risk Factors:</p> <ul style="list-style-type: none"> ▪ Due to laws legalizing marijuana use for people over 21, youth likely perceive there to be little risk smoking marijuana. Yakima County youth are almost twice as likely to be arrested for drug law violations as the state average (4 arrests per 1,000 vs. 2.3 per 1,000 youth age 10-17, 2015 statistic). ▪ Local youth are more likely to engage in rebellious or delinquent behaviors than is the norm in WA state (in measures like alcohol and drug offenses, property crime and vandalism, Yakima County youth are about 1.5 to 1.75 times more likely to be arrested for these crimes than the WA state average). ▪ the Yakima County teenage pregnancy rate is almost 3 times the state average at 90 births per 1,000 teenage girls/women. 	<p>Protective Factors:</p> <ul style="list-style-type: none"> ▪ Youth in engaged Latino families who are not rebelling likely feel pride in their heritage and therefore are more relislietn to the racism and the low expectations of them commonly present in the wider community. <p>What is needed:</p> <ul style="list-style-type: none"> ▪ Shift in social norms against rebellious and delinquent behaviors. ▪ Pro-social peer groups for the most at-risk youth. ▪ Clear consequences for delinquent behaviors.

Logic Model

Please see logic model attached as Attachment 1.

Timeline

Please see timeline attached as Attachment 2.

C. Capabilities and Competencies

The City of Yakima began implementing the Comprehensive Gang Model approach to address youth violence and youth involvement in gangs with its receipt of a grant from the Washington State government in July 2018. This effort has involved the City Manager's office providing oversight of the project and quarterly reports to the State of WA, the city/county purchasing office generating contracts and overseeing them, and the finance department paying reimbursement invoices and billing the state of Washington. This all has gone very smoothly. The purchasing and finance departments currently oversee federal contracts for transportation funds and the Yakima Air Terminal. The same entities will be involved in similar fashion for the OJJDP Gang Suppression grant. Educational Service District 105, the employer of the Education Advocates under this grant proposal as a sub-grantee, manages and handles the financial side of numerous state and federal contracts that serve the 25 school districts in its service area.

Program Management

The program's management structure will be as follows:

Direction of the program's efforts will be in the hands of the Gang Reduction Intervention Taskforce Steering Committee.

Supervision of the efforts will be provided by Yakima Assistant City Manager.

Overall program coordination will be provided by the program coordinator. This position will be based at the Yakima Police Department and paid for out of that Department's budget. The

individual in that role will provide support services to the Gang Reduction Intervention Taskforce (GRIT) Steering Committee; convene the GRIT Village, fostering partnerships and collaborations between members, and guiding the Village to identify service gaps and barriers and work to address both; and serving as a liaison to community stakeholders, the Yakima School District and ESD 105 with regards to the Yakima Youth Leadership Program, the 6th grade assemblies and the parent/guardian forum(s) for 6th graders' families. They will also guide the evaluation efforts in conjunction with the education advocates and program evaluator. There will be three education advocates working with the 6th graders at the four middle schools. The education advocates will be employed by Educational Service District 105 where they will receive initial and ongoing training and ongoing collaboration with the Education Advocates working in the high schools. The middle school education advocates will each be working approximately 12 hours per week and will work throughout the year. It should be noted that since gang membership, affiliation and violence affect all genders of 6th graders, care will be taken to ensure that there are Education Advocates of both genders available to the participants of the Yakima Youth Leadership Program. Please see the attached Organization Chart for further information.

Plan for Data Collection

Under our current state of Washington grant, we have developed data collection protocols that enlist the efforts of our staff person working with the youth, our GRIT consultant and our program evaluator. We anticipate continuing this approach for data points specific to youth in the program. We have collaborative working relationships with the Yakima County Juvenile Court and Yakima Police Department and will work with them to gather crime data more generally and related to specific youth in the program as we move into the OJJDP funded project