



In January of 2004 the Local Public Safety Coordinating Council Executive Committee charged Joanne Fuller, Director of the Multnomah County Department of Community Justice, with an update on Gang Prevention. This report: *Healthy Communities: A Youth Gang Prevention Strategy for Portland and Multnomah County*, is the result.

Participants in the Steering Committee directing this report included the Portland Police Bureau, the Multnomah County Department of County Human Services, the Office of School and Community Partnerships, the Multnomah County District Attorney's Office, and the Multnomah County Department of Community Justice. The report is a template of the diverse public and private services currently available to prevent, intervene, investigate, and respond to gang activity.

The primary lesson this project revealed to the participants is that the fostering of a strong community requires communication, cooperation, and partnership from entities that have widely differing missions and approaches, but whose goals are gang prevention and the welfare of youth at risk of gang involvement as well as gang involved youth. Thanks to their commitment, the recommendations put forward here will be monitored and supported over the long term.

The Local Public Safety Coordinating Council is proud to have assisted in this effort, and will be involved in the work to come.

Sincerely,

Judy Shiprack
Director, Public Safety Coordinating Council of Multnomah County.

Healthy Communities: A Youth Gang Prevention Strategy



For Portland and Multnomah County

Gang-related violence in Multnomah County is a concern for the entire community. Several incidents last fall resulting in teenage deaths shattered the sense that youth gang issues had been resolved, and brought new focus to the need to reduce gang-related violence.

When gang-related violence erupted in the 1990s, participants in Portland's anti-gang efforts learned how to make gangs less attractive to youth, and to reduce youth involvement with drugs, guns and violence. As a result, gang violence dropped.

But federal, state and local funding for gang prevention has been sharply and repeatedly reduced in recent years, for law enforcement as well as for other essential community safety and social services. As a result, efforts have been diluted and diminished. Although the fundamental knowledge to repeat a reduction in gang violence is still present within our community, gang violence prevention has been left to understaffed law enforcement units, and to dedicated but under-funded community agencies serving small numbers of youth.

All agree that teen deaths from youth gang violence are unacceptable. This report reflects a community commitment to take action.

Background

In the late 1980s and early 90s, gang violence was on the rise in Portland. Often linked with the sale of drugs, youth were actively recruited into gangs and provided with weapons. Gang violence peaked in Portland with an all time high of 3,646 shots fired within city limits in 1995.

In 1993, Portland Mayor Vera Katz started the "*Every Other Friday Gang Group*," which has continued to the present. By 1997, the *Youth Gun Antiviolence Taskforce* (YGAT) had been established in the Portland Police Bureau.

At the same time, Multnomah County's Local Public Safety Coordinating Council (LPSCC), the public safety coordinating body which brings together the Mayor, County Commissioners, Judges, the District Attorney, police, schools, mental health, community services, probation and parole, as well citizens and other stakeholders, conducted a comprehensive planning effort to address and prevent youth violence. It soon became clear to LPSCC members that gang violence reduction strategies needed to be implemented immediately.

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Officials at all levels worked to obtain funding from the US Department of Justice to develop an intervention plan, and in 2000, the Strategic Approaches to Community Safety Initiative (STACS) committee issued the *Portland Plan*¹. Since then, the *Portland Plan* has served as a strategic document guiding local agency responses. Gang violence decreased, with only 1,602 shots fired in 2000.

But since 2001, trends in youth gang involvement and gang violence have gradually increased. Last year, shots fired reached 2,005, a 25% increase in just two years, spread over almost every Portland precinct.

In November 2003, responding to growing concerns, the Mayor convened a *Roundtable on Gang Violence*², where leaders of major local agencies shared information and recommitted themselves to action. In early 2004, the Latino Gang Violence Prevention Task Force, which had been convened by Commissioner Serena Cruz in 2002, released the first draft of its report and recommendations.

Then the final weekend of January 2004 occurred, with four separate shooting incidents that left two young men, age 23 and 29, dead, and four people injured. Most seriously injured was a 14-year-old girl who was shot in the head as she left a party with friends; police later arrested a 16-year-old boy, who may have hit her by mistake while aiming at someone else.

Something clearly was not working. Members of the Local Public Safety Coordinating Council Executive Council were deeply concerned, and demanded an immediate review of current efforts and recommendations for what else needs to be done to stop gang violence in the community.

There have been some positive developments, however, with primary indicators of gang violence dropping in the first third of this year.

Gang Violence Indicators

Indicator	Jan. to Dec. 2003	Jan. to April 2003	Jan. to April 2004	Change Jan – April 2003 to 2004
Shots Fired	1905	559	553	- 1%
Aggravated Assaults	2702	880	724	- 18%
Aggravated Assaults with Handguns	241	94	69	-27%
Gang Violence Response Team Call-Outs	46	20	10	- 50%

Although three measures show a decrease, police warn that it is too early to know if the trend in gang violence has been reversed. As evidence, two shootings occurred Saturday night, May 15, 2004 involving known gang members. In the incident that involved teens, a 15-year-old girl's birthday party was attended by about 40 middle and high school students, four of whom were later found to be on probation or to have Formal Accountability Agreements with the Juvenile Department. Toward the end of the party, a shot rang out and a 14-year-old boy was killed.

Makeup of Youth Gangs in Multnomah County

The Portland Police Bureau defines a **gang** as an ongoing organization, association or group of three or more individuals who use a gang name, common identifying sign or symbol, or acknowledge an identifiable leadership. A **criminal gang** is one where members have committed crimes a part of initiation, to announce the gang's presence, to benefit members, to

intimidate victims, or in response to a victim's race, religion, sexual preference or gang association.

Police use an evidence-based system to identify an individual as a gang member. The Portland Police require one primary or two secondary characteristics to identify gang affiliation (Gresham uses slightly different criteria). Police are required to notify the alleged gang member of the designation, and the individual has 30 days to appeal. A person's name is dropped from the list after four years without gang-related police contact. Portland police track only hard-core gang members and associates, which results in a relatively small number of "known" gang members.

However, the precise number of actual gang members in the Portland-Multnomah area is not known. Law enforcement officials say there are likely as many as 2,000 individuals involved countywide. Many juveniles involved in gangs are not "known" to the system; however police and the community become aware of their activities through tagging and other crimes.

- The Portland Police Bureau had officially designated 394 gang members as of June 2004, but say that many more are involved.
- School Resource Officers estimate 200 clearly identified gang-affected youth in the Portland Public Schools for 2003/04.³
- Of 9,000 adult and 700 juvenile offenders under supervision by Multnomah County Department of Community Justice, 250 adults and 155 youth are gang-affiliated.⁴
- Chief Piluso believes there are up to 1,000 gang-involved individuals in the Gresham/East County area, with 221 officially documented gang members as of June 2004.

Levels of activity in gang activity and youth violence have increased overall in recent years:

- Although white and Asian gangs have reduced levels of activity, white supremacist gangs, often linked to the methamphetamine trade, have a high potential for violence.
- Both African American and Latino gangs have increased activity over the past three years.
- African American gang violence is concentrated in north/northeast Portland, where members are often involved in crack cocaine distribution.
- Latino gang activity occurs countywide, especially east of 122nd and in the Gresham/Rockwood area; local gangs are linked with other Latino gangs throughout the state.

One difficulty in understanding the numbers of gang members and gang-affected youth is that local law enforcement agencies do not share a common definition of a gang, or a process to track membership. The following definitions have been developed to provide consistency within this report:

Gang - a group that any local law enforcement agency has identified as a gang.

Gang member - an individual that any local law enforcement agency has identified as a gang member.

Gang-involved - an individual who is a gang member, or drifts in and out of gang membership, or hangs out with gangs.

Gang-affected - an individual whose life is affected by gangs, by living with, emulating, or being in close social or physical proximity to gang members.

At-risk - an individual whose family, social, economic, ethnic, school and peer relationships puts them at risk for becoming gang-affected or gang-involved.

Historically, three factors have correlated most strongly with youth involvement in gang violence in Portland: presence of gang members in the youth's home or community environment; drug possession and/or selling; and gun possession. The 2004 report, *Latino Youth Gang Violence in Multnomah County*⁵, cites the complex factors that put Latino youth at risk for being involved

with violence: having delinquent peers, parental neglect, lack of monitoring, being in a gang or associating with gang members, and for females, sexual abuse at home.

At a March 2004 forum in NE Portland, African American youth talked about why youth join gangs. The *Latino Youth Gang Violence* report shared words from local Latino youth about some of the challenges they face. Many themes are shared: youth say they experience discrimination, and have too few opportunities to find jobs or experience positive adult support.

Healthy Communities: A Youth Gang Prevention Strategy

Everyone agrees that youth need good family support. Children and youth need effective parenting and role models. They need ongoing contact with “pro-social” adults: adults who make a fundamental investment in the child’s life, attend to the child’s basic needs, keep the child involved in school, and provide a model for successful family relationships and community life.

Children and youth also need to live in safe neighborhoods, succeed in school, and have a reasonable expectation of an economically viable job.

Youth need programs that intervene in and redirect high-risk behavior when it occurs; if they live in a family that is gang-involved, they will need more intensive intervention. Enforcement of the law, reduced availability of drugs and guns, and supervision and rehabilitation of both youth and adult offenders, are all essential. Neighbors must work with law enforcement and community agencies to identify those involved in violence and the neighborhood drug trade.

Equally important are the means to coordinate our efforts. All partners need to know what is happening, who is taking the lead in each arena, and how to work together to be more effective.

Therefore, we have developed the following *Healthy Communities* framework to reflect all the elements that have been identified as essential in preventing and successfully reducing levels of youth gang violence.

Healthy Communities Framework



Many compare the effort to reduce gang violence to a public health model, where there is a need to continually provide prevention services, monitor indicators, and take rapid action to halt outbreaks. In the late 90s, when visible symptoms of gang violence were reduced and budgets were tight, preventive measures were cut back system-wide; now increasing incidents of gang violence create a need for coordinated efforts to prevent a more serious outbreak.

Policy makers face an ongoing challenge in deciding where to invest resources for the best effect, especially in times of constrained funding. But it is clear that high-risk youth often need support in multiple areas to avoid becoming involved in gangs and gang violence.

The Portland/Multnomah Plan

This plan incorporates both City of Portland and countywide strategies. A separate plan following a similar format has been developed for the Gresham/East County area.

To produce this plan, partners in the planning process have been asked to:

- Identify what is currently being done to prevent or reduce youth gang violence.
- Assess whether current efforts are effective and should be continued.
- Assess what needs to be in place, and identify gaps.
- Recommend priority programs to be implemented when budgets allow.

The Healthy Communities framework was used to structure the plan, providing an outline for listing strategies that are currently in place to prevent and reduce gang violence, targeted specifically to at-risk, gang-affected, or gang-involved youth.

For each strategy, the lead agency and key partners are identified.

Priority recommendations for implementation when time or resources become available are at the end of each section. Recommendations include increasing training and coordination, as well as increasing funds for current programs to serve more youth, restoring strategies that were dropped due to lack of funding, and instituting new strategies that partners agree are needed but which cannot be funded right now.

Using the public health model allowed partners to review strategies in a comprehensive way, looking at all three areas for adequacy – prevention, monitoring indicators, and taking rapid action to prevent outbreaks. A balance was sought among these in the final recommendations.

Neighborhoods, schools and other partners are encouraged to become involved by developing companion plans for their local areas, and to share these with LPSCC.

LPSCC will conduct an annual performance review of the continuation of current efforts and progress on implementing recommendations.

Youth Gang Prevention Strategies

I. Supportive, Coordinated Institutions

Religious institutions, business leaders and owners, government officials and agencies, non-profit organizations and neighborhood associations and groups are all a part of creating and sustaining a healthy community. Coordination of their policies, funding and efforts is essential to effectively address gang violence.

Current strategies:

A. The Local Public Safety Coordinating Council for Multnomah County (LPSCC) is sponsoring development of this countywide plan, and will produce annual updates.	Local Public Safety Coordinating Council; <i>law enforcement, courts, and community safety partners</i>
B. The Mayor’s “ Every Other Friday Gang Group ” meets regularly to share information and problem-solve incidents (for example, drug activity on a block or at a school).	City of Portland Mayor’s office; <i>law enforcement, diverse community partners</i>
C. Youth Gun Anti-Violence Team (YGAT), started in 1998 and modeled on the “Boston Plan,” collaborates to track youth gangs and violence, reduce violence in hot spots, and reduce the flow of guns to youth.	Portland Police Bureau/ Youth Gun Anti-Violence Team (YGAT)
D. The Portland Police Bureau’s Gang Enforcement Team (GET) and Gang Violence Response Team (GVRT) focus and coordinate law enforcement response to youth gang issues. A crime analyst for the Gang Enforcement Team collects and analyzes crime data trends.	Portland Police Bureau/ Gang Enforcement Team (GET) and Gang Violence Response Team (GVRT)
E. A federal Project Safe Neighborhoods (PSN) grant helps coordinate law enforcement response to increase the successful prosecution of gun crimes, and funds law enforcement and community efforts to reduce gun crime and violence.	US Attorney’s Office; <i>Portland Police Bureau, Gresham Police Department, City of Portland, Multnomah County Department of Community Justice, District Attorney, other partners</i>

Recommendations:

1. Create a central policy group for gang-related issues countywide and across all ethnic groups, to: plan and monitor community response to gang violence, assess and streamline coordination responsibilities, and seek involvement of key partners.	Local Public Safety Coordinating Council
2. Increase law enforcement partnerships to develop standard gang-involvement definitions and measures, and multi-jurisdictional approaches to gang-violence suppression.	Local Public Safety Coordinating Council; Portland Police Bureau; Gresham Police Department; Multnomah County Sheriff
3. Revitalize the community collaboration group to address Latino gang involvement and violence (being started in May 2004).	Former Outreach Subcommittee of the Latino Youth Gang Violence Task Force, plus new members
4. Analyze a variety of gang intervention and prevention programs, especially for Latino gangs, to determine best practices for gang prevention and suppression.	

<p>5. Develop interdepartmental trainings and promote networking of various agencies, departments and services to enhance an efficient, coordinated community response to gang issues.</p>	
<p>6. Convene meetings of three interest areas to discuss youth gang strategies for their population group, and explore how better collaboration could increase effectiveness and improve outcomes:</p> <ul style="list-style-type: none"> a. Early Childhood b. School Age and Family Poverty c. Work Training and Employment <p>Seek commitment from leaders in each area to follow-up with regional or neighborhood-based coordination.</p>	<p>Local Public Safety Coordinating Council; lead agencies and partners in each area, including:</p> <ul style="list-style-type: none"> a. <i>Commission of Children, Families and Community;</i> b. <i>Multnomah County Office of School and Community Partnerships/Sun Schools</i> c. <i>Self-Enhancement Institute (SEI), Youth Employment Initiative (YEI); Portland Industrial Opportunity Center (POIC), Youth Opportunity Center, New Avenues for Youth</i>
<p>7. Explore whether current services are reaching the youth most at risk for gang-involvement.</p>	<p>Multnomah County Office of Schools and Community Partnerships; Multnomah County Department of County Human Services; Multnomah County Department of Community Justice; School Districts</p>

II. Capable Families

Families – with their diverse cultural, ethnic, age and economic compositions – are the primary front-line caregivers and role models for children and youth. Increasing families’ capacity to effectively raise their children is essential to preventing gang violence. Every child needs ongoing contact with “pro-social” adults: adults who make a fundamental investment in the child’s life, attend to the child’s basic needs, keep the child involved in school, and provide a model for successful and meaningful family relationships and community life. Services below are specifically for gang prevention or targeted to families of at-risk youth.

Current strategies:

<p>A. “G.R.E.A.T. Families,” an expansion of Gang Resistance Education And Training prevention, uses a five-session holistic family approach with a shorter curriculum.</p>	<p>Portland Police Bureau/School Resource Officers</p>
<p>B. Through the State-funded Healthy Start program, Health Department nurses screen first-time parents at local hospitals, and link at-risk infants and their parents with county or subcontracted Healthy Start intensive in-home parenting education, case management, abuse prevention and addiction services.</p>	<p>Multnomah County Health Department/Healthy Start; <i>Insights for Teen Parents, IRCO, Morrison Center, Desarrollo Integral de la Familia (DIF)</i></p>

Recommendations:

1. Advocate for a change in the statewide children's assessment tool to identify a child's risk of becoming gang-affected.	State Department of Human Services
2. Provide training to early childhood specialists and screeners, allowing them to identify a young child's risk of being gang-affected, especially when living with gang-involved adults or youth.	State Department of Human Services; <i>Portland Children's Investment Fund services</i>
3. Link young children and their gang-involved families with the earliest possible intervention services, e.g. Healthy Start.	Multnomah County Health Department/Healthy Start
4. Identify when a gang-involved individual has children in the home; reach out to the family and children to reduce later gang involvement.	Multnomah County Department of Community Justice, Portland and Gresham Gang Enforcement Teams; Multnomah County Office of School and Community Partnerships/ Sun Schools; City of Portland Children's Investment Fund services
5. Link the School-Aged Policy Framework and Schools to educate school staff and parents about services and supports for gang-involved youth and families.	Multnomah County Office of School and Community Partnerships/ Sun Schools, School Districts
6. Link with the Early Childhood Policy Framework and the Children's Investment Fund to assure services are accessible and offered to at-risk young children living with family members on probation or parole, or involved with gangs.	City of Portland Children's Investment Fund; Multnomah County Commission on Children, Families and the Community; <i>Headstart, child care and other service providers</i>

III. Safe Neighborhoods

Creating neighborhoods that are safe and vital places to live and work requires the combined efforts of residents, area businesses, law enforcement, the faith community, clubs and civic groups, nonprofit agencies and other community organizations.

Current strategies:

PLANNING	
A. The seven Neighborhood District Coalitions serve as liaisons between neighbors and the City. Each has a neighborhood Committee on Safety and Livability .	City of Portland / Office of Neighborhood Involvement (ONI); <i>Neighborhood District Coalitions</i>
B. The NE Neighborhood Coalition and ONI sponsored five community-based forums in early 2004 to learn about concerns regarding youth violence and win commitments from community members to address concerns. Forums focused on: community members, youth, church leaders, school leaders and employers.	City of Portland /Office of Neighborhood Involvement (ONI); <i>Northeast Neighborhood Coalition</i>

C. ONI Crime Prevention Staff will take the comments and commitments from the forums and apply them to neighborhood community safety plans .	City of Portland /Office of Neighborhood Involvement (ONI)
D. PSN-initiated Safety Action Committees in Humboldt, and starting in Gresham/East County, involve neighbors, police, social service agencies and probation/parole to: identify individuals involved in violence or drug dealing and properties where criminal activities are taking place; share information; and develop strategies. PSU researchers and the PSN media team will support these efforts.	US Attorney's Office/ Project Safe Neighborhoods; City of Portland/ Office of Neighborhood Involvement (ONI), NE Neighborhood Coalition, Gresham Police Department; Rockwood Weed & Seed; Portland State University
LAW ENFORCEMENT	
E. The Gang Violence Response Team responds to drive by shootings and other hot spots.	Portland Police Bureau/ Gang Violence Response Team (GVRT)
F. The Gang Enforcement Team targets the most violent gang members and sets, investigates gang violence, makes arrests and seizes guns.	Portland Police Bureau/ Gang Enforcement Team (GET)
G. The Crisis Response Team of 30 volunteers from diverse communities assists police by providing services for victims and people directly affected by violence.	Portland Police Bureau/ Crisis Response Team
H. Neighborhood Response Team officers at each Portland Police Bureau precinct respond to and address neighborhood issues and problems.	Portland Police Bureau
I. Portland Police Bureau and TriMet Police provide a police presence on light rail , to increase visibility of police officers as the North Portland Light rail line opens.	Portland Police Bureau; TriMet Police
J. Police identify neighborhood " hot spots " for targeted intervention.	Portland Police Bureau
K. Police use the " time, place and manner " ordinance to help neighborhoods reduce prostitution, alcohol sale to minors, traffic violations, and violation of the noise ordinances.	Portland Police Bureau
L. Police conduct visible curfew enforcement in strategic areas through sweeps during spring break and summer.	Portland Police Bureau, Multnomah County Department of Community Justice
M. Southeast and East Precincts decreased " car prowls " (breaking into cars and stealing the contents) by putting an extra patrol car out evenings in high-risk areas.	Portland Police Bureau/ SE and East Precincts
N. Neighborhood D.A.s in six areas work with police and neighbors to identify problem properties, individuals and "hot spots," and develop strategies to address problems.	Multnomah County District Attorney's Office

COMMUNITY SERVICES	
O. Three Weed & Seed programs channel federal Department of Justice funds to “weed” out crime and “seed” opportunities for youth. Programs plan and fund services such as: law enforcement (e.g. overtime for officers to do curfew sweeps), community policing (e.g. bike patrols), positive activities for youth and families (e.g. PAL youth centers), neighborhood intervention (e.g. foot patrols), youth outreach, and community courts.	Weed & Seeds in Albina, Brentwood/ Darlington/ Lents, and Rockwood; <i>Portland Police precincts, NE Neighborhood Coalition, Police Activities League (PAL), community partners</i>
P. ONI Crime Prevention Specialists assigned to each neighborhood district area help neighborhoods take action to reduce crime, e.g. by training foot patrols for high-crime areas.	City of Portland /Office of Neighborhood Involvement (ONI); <i>Neighborhood District Coalitions</i>

Recommendations:

1. Increase community involvement in finding solutions to youth gang violence.	
2. Create dialogue and close collaboration between neighbors, police, parole/probation and outreach workers to identify neighborhood issues, help neighbors solve problems, and create strategies at the neighborhood level.	Citizens, Neighborhood District Coalitions, Portland Police Bureau, Multnomah County Department of Community Justice, Neighborhood District Attorneys
3. Conduct neighborhood-based planning in gang-affected areas to coordinate a neighborhood-specific strategic response among government and community partners.	Needed especially for: Humboldt, Boise, Elliot neighborhoods
4. Conduct a deeper analysis of PPB “shots fired” data, often used as an indicator of neighborhood gang activity. A recent one-month analysis for NE showed a significant number of calls were: fireworks, multiple calls on the same incident, and other issues.	Portland Police Bureau; <i>Project Safe Neighborhoods, Portland State University</i>
5. Contact elderly women and men to let them know how to be safe in their neighborhoods, and where needed, how to find affordable, safe housing (rather than stay in homes where drug dealing is an issue).	Multnomah County Aging Services; <i>Portland Bureau of Housing, Senior Centers</i>
6. Train Gatekeepers to watch for signs of gang and drug activity at homes of frail elders or people with disabilities, and to refer for follow-up services.	Multnomah County/ Aging and Disability Services; <i>Gatekeeper providers (postal workers, meter readers, etc.)</i>
7. Conduct outreach to businesses to let them know what they can do to discourage gang activities.	City of Portland/ Office of Neighborhood Involvement (ONI), Neighborhood Coalitions, Portland Police Bureau, Neighborhood District Attorneys

IV. Basic Needs

The basic needs of all people are for adequate food, housing, clothing, transportation and medical care. Many people also need some type of social services or supports, or treatment for substance use. For children and youth, basic needs also include positive adult supervision and caregiving appropriate to the child’s age. Basic needs are sometimes called “wrap around” services, because no treatment or intervention is likely to be effective if basic needs are not met.

In Oregon’s poor economic environment, the ability of families to meet their basic needs continues to erode. Recent cuts and caps to essential programs – such as the Oregon Health Plan – and the continued shortage of family wage jobs only increase this problem. When youth and families lack adequate food, a stable place to live, or coverage for drug and alcohol treatment, it is also more difficult to steer at-risk youth away from gang involvement.

Current strategies:

<p>A. Referrals to basic needs and wrap-around services are made by an array of professionals: gang outreach workers, school resource officers, teachers, school administrative staff, SUN school staff, etc.</p>	<p>State Department of Human Services programs (e.g. food stamps); <i>basic needs/ wrap-around service providers</i></p>
<p>B. Youth nutrition services (the free school lunch program and summer food program) are provided at schools with a high proportion of low-income youth.</p>	<p>Public Schools</p>

Recommendations:

<p>1. Link gang prevention efforts to the County’s poverty elimination framework, to improve outcomes in helping families meet their basic needs.</p>	<p>Multnomah County Commission on Children, Families and Community; Multnomah County Human Services; State Department of Human Services</p>
<p>2. Provide information to help case managers and other staff helping gang-affected youth and their families access the services the families need.</p>	<p>Staff of: Sun Schools, outreach agencies, mental health/ drug and alcohol providers, police, District Attorney, schools, etc.</p>
<p>3. Involve the Housing Authority of Portland (HAP) in a discussion about improving housing access and the stability of housing for those with a prior criminal record, and for their families.</p>	<p>Multnomah County Department of Community Justice; Housing Authority of Portland (HAP)</p>

V. Success in School

A good education is essential for success in adult life. Providing this education is the primary role of the public school system, but schools increasingly must also provide – or partner with others to provide – services to assure that children and youth are able to take advantage of this educational opportunity. It is also critical to keep youth in school; suspension or expulsion of high-risk youth increases the likelihood of youth participating in gangs or violence. The Multnomah County School Age Policy Framework, through SUN schools and regional services, intends to provide a comprehensive package of services to support success in school.⁶

Current strategies:

GOVERNMENT	
A. All schools in the County grades K to 8 may refer children to the School Attendance Initiative (SAI) program. Staff contact the student and family, assess barriers, link to needed resources and monitor outcomes.	Multnomah County Office of School and Community Partnerships
SCHOOLS	
B. Schools throughout the County use the eSiS software to track attendance and may also use it to notify parents.	All school districts
C. Each High School decides on the programs it will use to monitor and improve attendance; most have attendance clerks, monitors and security.	All public high schools
D. Each public school has access to flexible funds to improve students' success in school, through strategies such as mentoring. Decisions on the priorities for the use of these funds are made by each school.	All public schools
E. Portland Public Schools has implemented a Central Accountability Support Team, to remove barriers to the success of children and youth in schools. In its first year, the Team has developed strategies to identify those at risk, and to increase early support and intervention.	Portland Public Schools/ Central Accountability Support Team
F. Portland Public Schools is working to increase the number of students attending school: <ul style="list-style-type: none"> • 400 students who were in agency placements were returned to public schools with appropriate programs; • A half-day vocational program is teaching job skills and keeping youth engaged; • Drop-out Specialists are identifying some of the "toughest" youth and channeling them into leadership training; • The Delayed Expulsion Center evaluated 417 youth this year and linked youth and families to needed services. 	Portland Public Schools
G. Portland Public Schools is planning a Family Welcome Center as a safe place for parents to access the services and information they need.	Portland Public Schools
H. Marshall High School instituted a strict dress code, informed parents (in 5 languages) of expectations, and achieved a result of almost no gang issues at school, 30% reduction in graffiti and fewer, shorter expulsions.	Portland Public Schools/ Marshall High School
I. Madison High School parents are holding monthly parent meetings, and attending the school during the lunch hour to show parental involvement and help increase retention of Latino students.	Portland Public Schools/ Madison High School; parents
J. Alternative Schools serve a large number of high-risk youth who have had difficulty in the standard classroom; some also serve youth on probation	Some are: Grant Night High School, Helensview High School, McCoy Academy, Open Meadow, Portland Industrial Opportunity Center (POIC), Vocational Village

K. Some Alternative Schools provide an enhanced package of services to youth ; e.g. Helensview High School meets with students over the year to develop an individual summer plan, and contracts with specialized counselors to mentor youth to follow their plan.	Some Alternative Schools, e.g. Helensview High School
L. The DCJ Londer Learning Center provides ESL and GED courses for young adults on probation and parole.	Multnomah County Department of Community Justice
M. The school at Donald E. Long detention facility provides a GED education and testing for youth who are not planning on returning to high school.	Multnomah County Department of Community Justice
COMMUNITY	
N. The ¡Poder! Program provides case management for at-risk Latino students age 15-17 attending LISTOS High School, to engage youth and their families in positive educational and community activities and reduce risk of involvement with crime. (15 youth)	Oregon Council for Hispanic Advancement (OCHA)/ LISTOS Alternative High School for Latino students/¡Poder! Program

Recommendations:

1. Better engage schools in gang prevention and related efforts.	
2. Develop improved responses to troubling youth behaviors in school, limiting suspensions/expulsions, thus reducing unsupervised youth in the community.	
3. Explore increased use of in-school suspension as a form of discipline, currently an available option in Portland Public, Centennial, Gresham-Barlow and Reynolds school districts.	
4. Develop objective criteria for suspension, expulsion and readmission, and adopt policy for consistent application to protect other students but avoid disproportionately targeting youth of color.	
5. Create a program for youth who have been expelled that can work with high-risk youth (similar to Turnaround which was cut due to budget reductions).	
6. Identify strategies to close the achievement gap and reduce the dropout rate for at-risk students of color.	
7. Examine the supports that alternative schools need to be successful in keeping their students in school.	
8. Ensure that an array of culturally appropriate alternative school programs is available.	
9. Increase parental involvement in finding solutions to youth gang violence.	
10. Seek a Portland Public Schools representative to attend Alternative Placement Committee (APC) staffings at the court, along with Community Justice, Mental Health/Alcohol and Drug, and Child Welfare.	Portland Public Schools

11. Involve a DCJ representative in the Portland Public Schools' effort to develop a process and a data system for getting youth not attending school back into the school system.	Portland Public Schools; <i>Multnomah County Department of Community Justice</i>
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VI. Gang Prevention and Intervention

Gang prevention services for children and youth are designed to directly affect their choice of future behaviors, and help prevent negative choices in their lives, including drug use, gang affiliation, crime and violence. Gang intervention services work with gang-involved youth to help them leave the gang and make better life choices.

Current strategies:

SCHOOL POLICE	
A. 18 School Resource Officers (SROs) cover geographic clusters of elementary, middle and high schools. In 2003 SROs responded to 3,089 calls through October; they investigate child abuse, assaults, rapes, threats, and also teach the G.R.E.A.T. program.	Portland Police Bureau/ School Police serves the Portland Public School District. David Douglas and Parkrose Districts will be added in 2004/05.
B. School Police track gang activities at schools, which gangs are at which schools, and trends in activity levels.	Portland Police Bureau/ School Police
GANG RESISTANCE TRAINING AND DIALOGUE	
C. G.R.E.A.T. (Gang Resistance Education and Training), a 13-week school-based program, is taught to sixth grade students by school police officers to give them tools to resist gang pressure.	Portland Police Bureau/ School Police
D. Dialogue circles , targeted to youth at risk of being affiliated with gangs, are conducted with youth and school police weekly and through the summer to understand different perspectives.	Portland Police Bureau/ School Police
E. Scholarships are available for police "guides," who help communicate with other youth that the police can help.	Portland Police Bureau/ School Police
GOVERNMENT	
F. Save Our Youth through the probation department includes outreach to local high schools to teach non-violent conflict resolution skills.	Multnomah County Department of Community Justice/ Save Our Youth (SOY)
COMMUNITY SERVICES	
G. The Office of Schools and Community Partnerships funds outreach and prevention services for at-risk and gang-affected/ involved youth, including: I&R; skill building groups for students; outings, games and events; hotspot coverage; parent support; and tutoring (215 youth).	Multnomah County Office of School and Community Partnerships; <i>House of Umoja, Morrison Center, Boy Scouts of America, Portland State University; Catholic Charities' El Programa Hispano</i>

H. The Office of Schools and Community Partnerships funds gender and culturally specific supports and services for gang-affected African American and Latino young women and their families. (40 youth)	Multnomah County Office of Schools and Community Partnerships; <i>Youth Employment Institute (YEI)</i> ; <i>Catholic Charities' El Programa Hispano</i>
I. The Department of Community Justice uses JBAG funds to contract for violence prevention and youth gang outreach for African American, Asian American, and Latino youth in N/NE Portland, Mid-County, and Rockwood. Six staff have caseloads of gang-involved youth, and also contact youth at games, hotspots, parks – places youth might get into trouble. (1140 youth)	Multnomah County Department of Community Justice; <i>NE Coalition of Neighborhoods</i> ; <i>NACO</i> ; <i>IRCO</i> ; <i>Victory Outreach</i> ; <i>Emanuel Community Services</i>
J. Federal Project Safe Neighborhoods (PSN) has funded outreach workers for Boise, Humboldt, and King Neighborhood Action Teams, and for the SE Portland Latino community, to work with high-risk and gang-involved youth.	Project Safe Neighborhoods; <i>City of Portland/Office of Neighborhood Involvement (ONI)</i> ; <i>Northeast Coalition of Neighborhoods</i> , <i>East Portland Neighborhood Office</i>
K. The Northeast Neighborhood Coalition holds five youth groups on weeknights, covering issues like life skills, school attendance, housing resources, domestic violence prevention etc. (85 –90 youth overall)	Northeast Neighborhood Coalition
L. The House of Umoja partners with high school men's groups to help at-risk African American male youth to succeed in school through a one day a week program, where mentors check in on schoolwork, see what is going on in the neighborhood, do college visits. (10 youth)	House of Umoja; <i>Jefferson, Parkrose, Roosevelt High Schools</i> , and <i>Ockley Green and Portsmouth Middle Schools</i>
M. Goals for Kids is being started at some HAP housing sites to provide case management support (1FTE countywide) for 6 th to 8 th graders to stay in middle school, and incentives such as a matched account for college tuition.	Housing Authority of Portland/ Goals for Kids
N. House of Umoja provides residential foster care for hard to place youth ages 11-15, including case management, anger management classes, and linkage to other treatment needed. (12 beds)	House of Umoja

Recommendations:

1. Coordinate outreach efforts to ensure services are targeted to the highest risk youth.	
2. Link school police gang tracking with community tracking efforts.	
3. Increase gang prevention resources for youth who are on the “cusp” of joining a gang; expand current resources, e.g. School Resource Officers Dialogue Circles, and targeting of youth parties; and Parks & Recreation activities for high-risk youth.	Portland Police Bureau/School Resource Officers, City of Portland/ Parks and Recreation
4. School Resource Officers are planning to start an academy for high-risk youth.	Portland Police Bureau/ School Resource Officers

5. Develop a way to link youth who are on the fringes of gangs or at high risk of gang involvement, based on concerns of mainstream service providers or schools, to gang prevention services.	
6. Provide more services such as case management and peer groups for youth who want to avoid becoming involved with gangs; one option is to increase capacity of existing outreach programs.	
7. Increase culturally specific intervention services for Latino gang-affected or involved youth, including in-depth intervention and residential treatment.	
8. Develop Multnomah County procedures for complying with federal HIPAA (health privacy regulations); train staff and community providers to be consistent in disclosing information, while using levels of access to improve information sharing about youth in gangs.	Multnomah County Human Services, District Attorney's Office

VII. Youth Activities

Children and youth need activities they can participate in after school and during the summer, particularly when there is a lack of adult supervision. Parks, police and service providers are all doing some work to develop a plan for safe summer activities available to low-income youth. Below are programs targeted to at-risk, gang-affected and gang-involved youth.

Current strategies:

GOVERNMENT SERVICES	
A. Portland Parks and Recreation outreach coordinators work to connect youth and youth services agencies to appropriate recreation activities in the parks.	City of Portland/Parks and Recreation
B. JBAG funds support the Summer Boost educational and recreation program .	City of Gresham Police Department
COMMUNITY SERVICES	
C. Police Activities League (PAL) provides spring break and summer youth activities and camps for youth who are troubled and who cannot afford other activities.	Portland Police Bureau; <i>Police Activities League of Greater Portland (PAL)</i>
D. House of Umoja has daily after-school culturally specific programming for 30 at-risk young men.	House of Umoja
E. Villa Clara Vista has 8 soccer teams for Latino youth sponsored through Portland Youth Soccer Association, to address economic barriers of participating in soccer.	Villa Clara Vista; <i>Portland Youth Soccer Association</i>

Recommendations

1. Increase the number and capacity of properly staffed activities that combine fun with pro-social learning, which are safe enough to allow participation of high-risk and gang-involved youth.	
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2. Expand outreach to include more youth of color in activities, sports and recreation provided by community agencies and organizations.	
3. Develop programming at HAP facilities for 14 to 18 old youth.	Housing Authority of Portland
4. Allow City/ County employees to use administrative time off, matched with the employee's time, to mentor a child before or after school, or in summer programs.	City of Portland, Multnomah County

VIII. Available Employment

Youth need not only an education, but also assistance with developing job skills and obtaining employment. Youth may want or need to work during high school. The following list focuses on employment targeted to high-risk youth.

Current strategies:

GOVERNMENT	
A. Portland Parks & Recreation hires 700 youth to work ten weeks in the summer ; \$8 an hour; some youth can be high-risk, but many jobs require criminal safety checks.	City of Portland/ Parks Bureau
B. Portland Parks & Recreation partners with community agencies for employment for high-risk youth , e.g. with Youth Employment Initiative to employ student interns to work during spring break.	City of Portland/ Parks Bureau; <i>Youth Employment Initiative (YEI); Portland Industrial Opportunity Center (POIC), Youth Opportunity Center, New Avenues for Youth</i>
C. Portland Parks & Recreation is creating internships for high-risk youth to work 10 weeks during the summer with a follow-up apprenticeship, learning employable skills in a trade or other parts of the bureau (5 to 6 youth)	City of Portland/ Parks Bureau
D. The Juvenile Services Division in cooperation with Friends of Trees offers summer employment opportunities to a small cadre of youthful offenders, and supplements this with a work stipend program using "flexible funds."	Multnomah County Department of Community Justice
COMMUNITY	
E. Multnomah County Office of School and Community Partnerships funds employment training and placement services for gang affected youth in the City of Portland. (102 youth)	Multnomah County Office of School and Community Partnerships; <i>Emanuel Community Services, House of Umoja, IRCO (International Refugee Center), Open Meadow, Portland Opportunities Industrialization Center (POIC)</i>
F. Youth Employment Institute (YEI) places 300 young people in summer jobs .	Youth Employment Institute (YEI)

G. YEI's Gang Affected Girls program serves 20 young women with mentorship, outreach and work experience .	Youth Employment Institute (YEI)/Gang Affected Girls
H. Better People's job readiness program provides cognitive restructuring and job placement for 60 young adults, 18-24 yrs old.	Better People
I. POIC trained 20 high-risk youth as barristas to be hired by Starbucks and Safeway.	Portland Opportunities Industrialization Center (POIC)

Recommendations:

1. Expand opportunities for mentorship of high-risk youth in local government and other fields for youth to gain job experience.	
2. Exploring entrepreneurial opportunities for gang involved youth to start their own enterprises, like "Homeboys Inc." in California	
3. Link to Vocational Rehabilitation as a partner; utilize VR assessments of older youth interests, skills and employment opportunities to help guide choices.	State of Oregon/ Vocational Rehabilitation
4. Engage in a policy dialogue with Work Systems Inc. about the kinds of training and opportunities available for gang-affected youth and families.	Multnomah County Department of Community Justice; <i>Work Systems Inc.</i>
5. Expand employment opportunities for youth who are in the Communities of Color project.	Multnomah County Department of Community Justice; <i>Work Systems Inc., Youth Employment Institute (YEI)</i>
6. Align public policy to encourage collaboration among youth employment organizations to coordinate their work for increased efficiency and improved outcomes.	<i>Portland Industrial Opportunity Center (POIC), Self-Enhancement Institute, Work Systems Inc., Youth Employment Initiative (YEI), Youth Employment Partnership (YEP), Youth Opportunity Center</i>

IX. Alcohol, Drugs & Guns Intervention

Community-wide strategies that reduce the use of alcohol and drugs by youth, and availability of guns to youth, are also needed. Treatment for alcohol and drug dependency designed specifically for youth is essential.

Current strategies:

ALCOHOL	
A. City Bureaus (Police, Buildings and Licenses) integrate their data with OLCC data to identify businesses selling alcohol to minors .	Portland Police, Licenses, and Buildings Bureaus; <i>Oregon Liquor Control Commission (OLCC)</i>
B. The Office of Neighborhood Involvement communicates regularly with OLCC to identify businesses selling alcohol to minors and to shut them down.	City of Portland/ Office of Neighborhood Involvement (ONI); Oregon Liquor Control Commission (OLCC)

C. School Police connect with OLCC's under-cover officers to work weekend parties where underage drinking and drugs are present, and conduct "knock and talk" home visits with parents before a suspected party.	Portland Police Bureau/ School Police; <i>Oregon Liquor Control Commission (OLCC)</i>
D. Multnomah County A&D funds Morrison Center for 2 Alcohol and Drug Outreach Workers serving primarily Latino youth age 13-18 (about 90% are gang-affected). Treatment in community settings serves 100 youth a year; education and prevention is provided to an additional 1,000. Services include parent involvement, anti-gang work, activities to enhance a positive cultural identity, and recreation.	Multnomah County Alcohol and Drug Services; <i>Morrison Center</i>
E. Under contract with Multnomah County A&D, Kojo House has 5 culturally specific residential drug and alcohol treatment beds for African American youth, with a majority being gang-involved. (5 additional beds are for youth on probation). Day treatment through Leo Ni Leo is provided by Lifeworks Northwest.	Multnomah County Alcohol and Drug Services; <i>Janus Youth Programs/ Kojo House, Lifeworks Northwest/ The Village</i>
DRUGS	
F. The Department of Community Justice operates a Residential Alcohol and Drug Treatment (RAD) program for youth with serious substance abuse problems, primarily youth on probation and parole, at the Juvenile Justice Complex; services are provided on-site by Morrison Center. (16 secure beds)	Multnomah County Department of Community Justice/ Residential Alcohol and Drug Treatment (RAD) Program; <i>Morrison Center</i>
G. The County Jail creates the capacity to book individuals during sweeps and other law enforcement missions to address drug dealing, and provides a mobile booking van that the Sheriff's Office can send to mission locations.	Multnomah County Sheriff's Office
GUNS	
H. Project Safe Neighborhoods funds a public information campaign about the seriousness of gun possession or use of a firearm in connection with a felony resulting in federal prosecution.	US Attorney's Office/Project Safe Neighborhoods
I. Project Safe Neighborhood funds a Portland Police Bureau investigator and a Deputy DA, to work with the ATF to investigate and prosecute gun crimes .	Project Safe Neighborhoods; <i>Multnomah County Sheriff, Portland Police Bureau, District Attorney's Office, Federal Bureau of Alcohol, Tobacco and Firearms</i>
J. The Youth Gun Antiviolence Team (YGAT) works with law enforcement and the community to reduce youth involvement with guns.	Portland Police Bureau/ Youth Gun Anti-Violence Team
K. The Police Domestic Violence Reduction Unit reviews restraining orders to identify felon offenders who have possession of weapons, turns this information over to the D.A. for prosecution.	Portland Police Bureau/ Domestic Violence Reduction Unit; District Attorney
L. School Police respond to gun possession calls at schools .	Portland Police Bureau/ School Police

M. Probation Officers work with District Attorneys and police to warn felons on probation that they can be charged with a federal crime if found in possession of a gun.	Multnomah County Department of Community Justice; <i>Portland Police Bureau, District Attorney's office</i>
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Recommendations:

1. Improve availability of culturally competent mental health and alcohol and drug services specifically for gang involved/affected youth, through "slot-based" programs to assure delivery to targeted youth. Treatment should be delivered at homes and community locations, and involve the family.	Multnomah County Department of County Human Services/ Mental Health Services, Alcohol and Drug Services
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X. Law Enforcement and Prosecution

The number of gang-related cases being prosecuted is increasing. Countywide, adult cases increased 11% last year for crimes committed by gang members, including gun cases, attempted murder, murder, and assault (but not including misdemeanors or domestic violence).

2002: D.A. received 289 cases, issued 234 cases

2003: D.A. received 294 cases, issued 260 cases – an 11% increase

Multiple law enforcement agencies coordinate their efforts to reduce gang violence. All phases of responding to gang-related individuals involved in crimes, from the police response through prosecution, detention and jail are covered below.

Current strategies:

POLICE STRATEGIES	
A. The Gang Enforcement Team (GET) of detectives and officers investigates possible gang-related shootings and assaults . GET targets the most violent gang members and sets, investigates gang violence, makes arrests and seizes guns.	Portland Police Bureau/ Gang Enforcement Team (GET)
B. Homicide detectives investigate possible gang-related incidents where the victim was killed, involving GET when appropriate.	Portland Police Bureau/ Homicide Division
C. The Gang Violence Response Team (GVRT) responds to shootings in any precinct that the police believe may be gang-related. YGAT and GET officers rotate on-call duty for the GVRT.	Portland Police Bureau/ Gang Violence Response Team (GVRT)
D. The Portland Police Bureau and the Gresham Police Department communicate closely regarding criminal activities that cross the boundary between jurisdictions.	Portland Police Bureau; Gresham Police Department
PROSECUTION STRATEGIES	

E. The Portland Police Bureau, District Attorney's Office, and Probation and Parole share information about felons in possession of weapons , resulting in federal prosecution and stricter sentencing to the federal system.	Portland Police Bureau; District Attorney; Multnomah County Department of Community Justice; Federal Prosecutors
F. Probation and Parole works with YGAT to target the most active and most recent offenders (drug traffickers, violent gang members) for intervention and heavier sanctions.	Multnomah County Department of Community Justice; Portland Police Bureau/Youth Gun Anti-violence Team (YGAT)
DETENTION STRATEGIES	
G. The Juvenile Justice Risk Assessment Instrument (RAI) identifies high-risk youth brought to detention and determines whether to hold or release the youth to community tracking prior to adjudication.	Multnomah County Department of Community Justice
H. Youth charged with possession of a firearm are held until they appear before a judge.	Multnomah County Department of Community Justice
I. Lower-risk youth are closely monitored in community tracking, house arrest and electronic monitoring until adjudication.	Multnomah County Department of Community Justice; <i>Volunteers of America</i>

Recommendations:

1. Assess the staffing level of the Portland Police Bureau to assure adequate coverage and response to gang issues.	
2. Add more homicide detectives to investigate gang murders, or add "cold case" detectives to pick up gang cases not solved within a specified timeframe.	
3. Focus efforts on gang members who are most influential, to either initiate prosecution if warranted, or to link them with services to leave the gang.	

XI. Effective Supervision and Rehabilitation

Some believe the recent rise in gang violence results partly from offenders sent to prison in the 90s, who are now returning to the community. Therefore, effective supervision and rehabilitation to a non-criminal life for both juvenile and adult offenders with gang ties, is critical to reducing youth gang violence.

Current strategies:

SUPERVISION	
A. An objective risk and needs assessment for youth determines which youth on probation require maximum supervision and helps develop a case plan.	Multnomah County Department of Community Justice
B. Probation and Parole officers team with Police officers to conduct home visits on high-risk gang offenders.	Multnomah County Department of Community Justice; Portland Police Bureau/ City of Portland

C. Federal Coming Home grant funds Probation and Parole and counseling staff to identify gang offenders scheduled for release from prison, connect with offenders before they leave, and provide job search, housing and other supports upon return to the community. About 10 gang offenders return to the County from prison each month.	Multnomah County Department of Community Justice
D. Department of Community Justice provides a support group in prison and after release to assist long-term African American prisoners to successfully integrate back to the community.	Multnomah County Department of Community Justice
E. Department of Community Justice provides specialized supervision for gang-involved young men (125) and young women (30) on probation, and 250 adult offenders on probation/parole.	Multnomah County Department of Community Justice
F. Detention, community work crews and day reporting are utilized as interventions with youth who violate the conditions of their probation.	Multnomah County Department of Community Justice
REHABILITATION	
G. Save Our Youth groups at the probation department and in local high schools teach conflict resolution skills to youth charged with violence and weapons possession.	Multnomah County Department of Community Justice/ Save Our Youth (SOY)
H. Juvenile Probation staff work with PAL to chaperone seriously gang involved youth at spring break and summer camps in order to decrease conflict and promote safe interaction among youth.	Multnomah County Department of Community Justice; <i>Police Activity League</i>
I. Multnomah County DCJ Youth Development Center provides after-school programming for youth on probation; 6 youth at a time.	Multnomah County Department of Community Justice/ Youth Development Center
J. Multi-Systemic Family Therapy (MST) is provided to 40 targeted youth offenders and their families. MST intervenes in the home for youth who are identified as involved in drugs or gangs. Staff work with parents to take control of parenting and address multiple problems.	Multnomah County Department of Community Justice
K. With a federal Byrne grant, DCJ funds long-term foster care for youth of color on probation (4 beds)	Multnomah County Department of Community Justice; <i>MapleStar, Inc.</i>
L. Multnomah County DCJ funds long-term residential treatment for youth sex offenders at Morrison Center, and residential substance abuse treatment for youth on probation or who need stabilization at Kojo House (5 beds); 30% of participating youth are gang-involved.	Multnomah County Department of Community Justice; <i>Morrison Center, Janus Youth Programs/Kojo House.</i>

COMMUNITY REHABILITATION	
M. DCJ funds the Communities of Color coalition to provide culturally specific case planning, mentorship, referral and wrap-around services for high-risk African American and Latino youth on probation who are at risk of commitment to the Oregon Youth Authority.	Multnomah County Department of Community Justice, Oregon Youth Authority; <i>Communities of Color Coalition, Self Enhancement Institute (SEI), Latino Network, Los Hermanos "Three Generations Project"</i>
N. Beginning summer 2004, Volunteers of America, Metropolitan Family Services, Irvington Covenant Church, and Better People will use private grant funds to work with 60 young offenders leaving prison to help them transition to the community.	Volunteers of America, Metropolitan Family Services, Irvington Covenant Church, Better People; Multnomah County Department of Community Justice
O. Youth Employment Institute (Y.E.I.) graffiti removal contract uses work crews composed of youth who are on juvenile probation or leaving foster care. (Serves 6 youth during school year, 25 during summer.)	Youth Employment Institute (YEI)
P. Emanuel Community General Services provides mentorship to 25-30 youth through the Communities of Color project, and to other young adults leaving prison and returning to the community.	Emanuel Community General Services
Q. Northeast Coalition of Neighborhoods will restart " Stop the Violence " meetings with youth and adult offenders on probation and parole for gang and gun related crimes. Meetings inform offenders of consequences of being a felon in possession of firearms, Measure 11 and other consequences of continued gang activities, and about services and supports for leaving gang violence.	Northeast Coalition of Neighborhoods

Recommendations:

1. Impose a condition of supervision that witnesses to gang violence who are on probation be required to testify in court, driving more plea agreements.	
2. Investigate use of electronic monitoring to track location and proximity of gang member offenders.	
3. Find replacement funding for expected reductions in JBAG funds and the PSN grant.	
4. Develop strategies for greater community support of adjudicated youth, and link Juvenile Court Counselors to schools with high numbers of at-risk youth.	Multnomah County Department of Community Justice

Endnotes:

¹ *The Portland Plan: Strategic and Team Approaches to Reducing Youth Gun Violence on the Front Lines*, Portland's Strategic Approaches to Community Safety Initiative (STACS), September 2000, AND *The Community's Response to Youth Violence: An Enforcement, Intervention and Prevention Plan for Greater Portland – Progress Report*, City of Portland Mayor's Office; 2002.

² *Roundtable on Gang Violence: Proceedings*; City of Portland, Mayor's Office, November 2003.

³ Captain Dorothy Elmore, School Police Division, Gang Roundtable, November 2003

⁴ Joanne Fuller, Director Department of Community Justice, Gang Roundtable, November 2003

⁵ *Latino Youth Gang Violence in Multnomah County: Understanding the Problem, Shaping the Future*, Latino Gang Violence Prevention Task Force of Multnomah County, Commissioner Serena Cruz's Office, May 2004

⁶ *School-Aged Services Policy Framework: Findings and Policy Recommendations*, Multnomah County Office of School & Community Partnerships, February 2003, AND *School-Age Policy Framework Service Delivery Model*, Multnomah County Office of School & Community Partnerships, September 2003.

Portland Multnomah Youth Gang Strategies Steering Committee

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Members:

Multnomah County Commissioner Lisa Naito, Local Public Safety Coordinating Council Chair
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Captain Dorothy Elmore, Portland Police Bureau

Kathryn Gordon, Office of Commissioner Cruz

Lieutenant Eric Hendricks, Portland Police Bureau

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Godwin Nweren, Manager, Multnomah County Department of County Human Services

Patricia Pate, Director, Multnomah County Department of County Human Services

Chief Carla Piluso, Gresham Police Department

Lorenzo Poe, Director, Office of School and Community Partnerships, and member of Portland Public Schools Board of Directors

Multnomah County District Attorney Michael Schrunk

Derald Walker, Manager, Multnomah County Department of County Human Services

Michael Ware, Self Enhancement Inc.

Staff: Kamala Bremer, Consultant

Carol Wessinger, Staff to the Local Public Safety Coordinating Council.

**Appendix I: Possible Gang-Related Shootings in Multnomah County
Since the Roundtable on Gang Violence (12/03 through 4/04)**

1. Dec. 2 – Michael Bolds Sr., 50 years old, was shot through the window of his home on NE Hunt; the home had been shot at in Sept. and Oct. His wife called an ambulance; he died of multiple gunshot wounds.
2. Dec. 10 – A truck driver escaped injury when bullets hit his truck near Troutdale. Four men who were stopped later in a car matching the truck driver's description were known gang members; two were arrested on outstanding warrants.
3. Dec. 13 – Marco Anderson, 21, was shot near Northwest Couch and Sixth Avenue.
4. Dec. 14 – Daniel L. Binns, 38, was shot in the head by two masked men at an after-hours club on Northeast Martin Luther King Jr. Boulevard. Police think the shooting may have been drug or gang related.
5. Dec. 14 – Nhoth Pathoumsat, 23, was shot multiple times near Southeast 80th Avenue and Woodstock Boulevard. Jamar Rodriguez, 20, and Tony Dwayne Allen, 22, were arrested in the shooting, and charged with first-degree assault
6. Dec. 26 – Diane Knapp, 57, was shot twice and knocked out of her wheelchair while smoking on her front porch on North Mohawk Ave. After surgery, she was in good condition.
7. Dec. 28 – Jeremiah Fuller, 20, was shot during a drive-by shooting near the corner of NE Skidmore and NE Grand Avenue, an area with many gang problems. His injuries were not life-threatening.
8. Dec. 31 – Aaron Michael Prasad-King, 16, was shot in an alley near North Mason Street, and died of multiple gunshot wounds. A newspaper distributor heard gunfire and saw the teenager lying in the alley.
9. Jan. 16 – Jermaine Owens, 27 years old, was shot while getting a haircut at a beauty parlor on NE Dekum. A known Bloods gang member, he had an extensive arrest and drug conviction record. He survived, but the gunman escaped.
10. Jan 25, Jeremiah Fuller, 20, was shot in a drive by shooting at NE Skidmore and NE Grand. His injuries were not life-threatening.
11. Jan 31 – Jamaal Wells, 23, died from multiple gunshot at Northeast 18th Avenue and Mason Street. Police responded to an earlier "shots fired" call, but Wells' body was eventually discovered by a bicyclist.
12. Jan. 31 – Winston Morris Moton II, 29, died of gunshot wounds received in front of the Marco Polo Restaurant at Northwest Fifth Avenue and Couch Street. He was reported to have run down the street calling "help me" before collapsing.
13. Feb. 1 – TyNiece "Mia" Corvey, 14 years old and a Jefferson High School freshman, was shot in the head while leaving a party with friends on NE Junior. She was seriously injured. Isaiah Eric Mandalay, 16, a Cleveland High School drop out, was arrested five days later. Police suspect the girl was caught in unrelated crossfire.
14. Feb. 1 – Four men were shot during an altercation at the Club Vegas at NE 75th and Killingsworth involving 20 people fighting with pool cues. None had life threatening injuries.

15. March 24 – Lavelle Anthony Mathews, 35, was found dead from a gunshot wound on NE Webster Street outside a home where he had lived 2 years earlier. He had previous drug and firearm convictions.
16. April 9 – Marcus Mill, 16, was shot at a bus stop near NE Albina and Killingsworth. A student at Helensview Alternative school and associated with a gang that frequented Peninsula Park, he died at the scene. Travis Taylor, 17, has been accused of the shooting.
17. April 11 – Robert Orlando Holliday, 24, was shot on NE Vancouver Ave. He later died.
18. April 23 – Robert E. Ford, 22, was shot in a convenience market parking lot on NE Killingsworth, and was in fair condition. In May, a grand jury indicted Antwaun Spencer, Terrence Hayes and Issaish Bostic, ages 20 to 21 for attempted murder and assault.
19. April 27 – A gun was fired into a NE Portland apartment on the 13400 block of NE Sandy Blvd. Although no one was injured, four people including a baby were inside. Earl Sims, Jr., 23, has been arrested and charged with attempted murder and assault.
20. April 29 – Enrique Rodriguez Borja, 23, was stabbed during a fight at a bus stop at NE Sandy Blvd. and 125th Place, and died at the hospital. Police said he was a victim of gang violence.

Source Documents, *The Oregonian* (Portland, OR):

December 2, 2003, MAN KILLED AS MULTIPLE BULLETS HIT HIS NORTH PORTLAND HOUSE, Maxine Bernstein
 December 3, 2003, NORTH PORTLAND THIRD SHOOTING ATTACK ON HOME KILLS MAN, Maxine Bernstein
 December 3, 2003, NORTH PORTLAND THIRD SHOOTING ATTACK ON HOME KILLS MAN, Maxine Bernstein
 December 10, 2003, BULLET HOLE IN TRUCK CAB MAY BE FROM GANG'S GUN, Stuart Tomlinson
 December 15, 2003, MAN WHO LED PROTEST IN 1998 IS FOUND SHOT, David Austin
 December 16, 2003, THREE MEN SHOT DURING WEEKEND, Maxine Bernstein
 December 29, 2003, MAN HIT IN DRIVE-BY SHOOTING IN PORTLAND, Stephen Beaven
 December 28, 2003, MYSTERY SHOOTING WOUNDS WOMAN IN A WHEELCHAIR, Maxine Bernstein
 January 6, 2004, PORTLAND POLICE LOOK INTO DEATH OF 16-YEAR-OLD, Maxine Bernstein
 January 17, 2004, PORTLAND MAN SHOT DURING HAIRCUT, Joseph Rose and Maxine Bernstein
 February 1, 2004, MAN SHOT, KILLED IN DOWNTOWN,
 February 2, 2004, FOUR SHOOTINGS LEAVE 2 DEAD, 5 INJURED, Noelle Crombie
 February 2, 2004, PORTLAND POLICE REPORT 2 DEAD, FIVE INJURED IN FOUR SHOOTINGS, Noelle Crombie
 February 8, 2004, TEEN ARRESTED IN GIRL'S SHOOTING, Joseph Rose
 March 24, 2004, DELAY IN REMOVAL OF BODY DISTURBS NEIGHBORS, Maxine Bernstein
 April 10, 2004, MAN INJURED IN SHOOTING IN NORTH PORTLAND, Stephen Beaven
 April 10, 2004, TEEN KILLED AT NORTH PORTLAND BUS STOP, Maxine Bernstein
 April 11, 2004, OFFICIALS IDENTIFY 2 KILLED IN N. PORTLAND SHOOTINGS, Robin Franzen
 May 6, 2004, POLICE BLAME GANG FIGHTING IN DEATH OF PORTLAND MAN, Stuart Tomlinson

Appendix II: Youth Gang Strategies: Primary Partners

COORDINATION	Purpose/ Partners
Local Public Safety Coordinating Council for Multnomah County (LPSCC)	Diverse individual members representing law enforcement, courts, public safety and related social services in Multnomah County.
US Attorney's Office/ Project Safe Neighborhoods (PSN)	Plans and funds local projects to reduce gun crime and violence; <i>City of Portland, Portland Police Bureau, Gresham Police Department, Multnomah County, Department of Community Justice, District Attorney, Portland State University, community outreach providers, Crime Victims United, other partners</i>
Portland Police Bureau/ Youth Gun Anti-violence Team (YGAT)	Reduce flow of guns to youth, reduce youth violence;
Mayor's Every-Other-Friday Gang Meetings	Created by Mayor Vera Katz; share new information; <i>law enforcement and diverse community partners</i>
Latino Gang Violence Prevention Task Force	Created by Commissioner Serena Cruz. Report: <i>Latino Youth Gang Violence in Multnomah County, April 2004.</i>
LAW ENFORCEMENT	
Portland Police Bureau Gang Violence Response Team (GVRT)	24-hour response to gang issues. In 2003, responded to 34 call-outs by September.
Portland Police Bureau Gang Enforcement Team (GET)	1.5 FTE detectives. Coordinates with other law enforcement and with outside agencies. In 2003, had 209 arrests by September, and over 50 guns seized.
Portland Police Bureau Crisis Response Team	Police unit plus team of 30 volunteers from diverse communities; respond to traumatic incidents 24/7 to assist police by providing services for victims and those affected by violence.
Portland Police Bureau School Resource Officers (SROs)	15 school resource officers cover geographic school clusters of elementary, middle and high schools. In 2003, SROs responded to 3,089 calls through October, investigate child abuse, assaults, rapes, and threats, and teach the G.R.E.A.T. program.
Multnomah County Department of Community Justice/ Adult and Juvenile Gang Program	Adult and juvenile probation/ parole for 9700 offenders. Gang Team of 13 officers and counselors provide services to 250 adult and 155 youth gang members.
Gang Resource and Intervention Team (GRIT)	5 juvenile court counselors for entire county; each with a caseload of 20-25 under supervision for person-to-person crimes, drug or gun charges.
Multnomah County Sheriff's Office	Unincorporated area law enforcement; operation of county jails
District Attorney's Office	Prosecution of crime within Multnomah County
Oregon Youth Authority	State level responsibility for youth offenders.
Gresham Police Department	Police responsibility for City of Gresham.
EDUCATION	
School Districts	Eight school districts in the County: Centennial, Corbett, David Douglas, Gresham-Barlow, Parkrose, Portland Public, Reynolds, Riverdale

Alternative Schools (public and private)	Multiple schools exist, such as: <ul style="list-style-type: none"> • Albina Youth Opportunity School (AYOS) • Helensview High School • LISTOS Alternative High School (OCHA) • Open Meadow • Portland Opportunities Industrialization Center (POIC) • Youth Employment Institute (YEI) School-district operated programs such as <ul style="list-style-type: none"> • Grant Night High School and • Vocational Village
Success in School Partners	Multnomah County Office of School and Community Partnerships;
NEIGHBORHOODS	
Government	City of Portland/ Office of Neighborhood Involvement (ONI), Housing Authority of Portland (HAP)
Non-profit Neighborhood Coalitions for 12 clusters of neighborhoods	Some crime prevention specialists; some provide youth services directly; <i>Northeast Coalition of Neighborhoods, Southeast Uplift, East Portland Neighborhood Office</i>
NON-PROFIT AGENCIES	
	Asian Family Center Better People Centro Mexicano Desarrollo Integral de la Familia (DIF) Eastwind Family Center Catholic Charities' El Programa Hispano Gang Affected Girls House of Umoja International Refugee Center (IRCO) Janus Youth Programs Latino Network Lifeworks Northwest Morrison Center New Approaches to Community Outreach (NACO) Oregon Council on Hispanic Advancement (OCHA) Portland Opportunities Industrialization Center (POIC) Self Enhancement Institute (SEI) Youth Employment Partnership (YEP) Youth Employment Institute (YEI) Villa Clara Vista Weed & Seed programs: Albina, Brentwood/Darlington/Lents, Rockwood Work Systems Inc.
FAITH COMMUNITY	
	Albina Ministerial Alliance Catholic Charities Centro de Apoyo Caridades Catolicas Emanuel Community General Services (ECGS) Victory Outreach Freedom Foursquare Church Portland Lutheran School
BUSINESSES	
	El Hispano News
RESEARCH	
Project Safe Neighborhoods	Portland State University

Appendix IV: NON-TARGETED SERVICES

The following programs are delivered for youth and families city or county-wide, and may serve but are not targeted to high-risk youth.

<p>School-Age Policy Framework Services; Multnomah County Office of School and Community Partnerships</p>	<p>Regional Services cover the county, including in each region: extended-day activities; family engagement; parent organizing for school success; individual, group and family support; community and business involvement, and service integration. Lead providers: Cascadia, Self Enhancement Inc. (SEI), Portland Impact, Metropolitan Family Services; <i>partners: Neighborhood House, Friendly House, Lifeworks Northwest (TV Centers), YWCA, Albina Ministerial Alliance (AMA), Albina Head Start, Human Solutions, Mount Hood Community College</i></p>
<p>School-Age Policy Framework Services; Multnomah County Office of School and Community Partnerships</p>	<p>SUN Schools (Schools Uniting Neighborhoods) are in 46 of about 155 schools of the County's 8 school districts. SUN schools provide school-based delivery of the Regional Services described above, extending the school's hours and services to the community. Schools are selected for low-income population and geographic distribution. Providers are the same as above</p>
<p>School-Age Policy Framework Services; Multnomah County Office of School and Community Partnerships</p>	<p>Culturally Specific Services are delivered to 6 groups: African American: SEI, AMA, <i>Albina Head Start</i>, Asian Pacific Islander: IRCO, <i>Boys & Girls Aid, OCHA</i> African Immigrant: Lutheran Community Services NW, IRCO, <i>African Community Coalition of Oregon</i> Latino: Catholic Charities' <i>El Programa Hispano</i>, Oregon Council for Hispanic Advancement, OCHA, SMG, <i>Desarollo de la Familia</i> Native American: Native American Rehabilitation Association (NARA) Slavic: IRCO, Portland Impact, <i>OCHA</i></p>
<p>School-Age Policy Framework Services; Multnomah County Office of School and Community Partnerships</p>	<p>County-wide services include: Alcohol, tobacco and other drug services: Lifeworks Northwest (TV Centers); Direct Services for Girls: Girls Alliance, <i>Advocates for Equal Access for Girls</i>; Sexual Minority Youth: Cascadia</p>
<p>School-Age Policy Framework Services; Multnomah County Office of School and Community Partnerships</p>	<p>County Touchstone staff are sited in 43 schools (mostly SUN schools) to provide case management, service linkage and screening and linkage for mental health and addiction services.</p>
<p>Multnomah County Human Services, Mental Health and Addiction Services</p>	<p>County Mental Health Consultants are located in 21 schools, and provide outreach services to other schools as needed, and link to contracted providers: Morrison Child and Family Services, Trillium Family Services, and Cascadia Behavioral Services.</p>

Multnomah County Health Department	School-Based Health Centers are located in 15 schools, providing health services to students, at times accessed by youth from others schools as well.
City of Portland, Children's Investment Fund	\$6.4 million will be contracted to provide 2 years of before and after-school services for children in 4 th through 8 th grade, and mentoring for children age 5 to 18. Services are targeted to address the achievement gap, serving low-income families, or providing culturally competent/specific services.
City of Portland, Parks and Recreation	Youth activities and employment opportunities, including: Junior Lifeguards program (25-30 youth hired); Parks Eagles (25 youth in top quarter of their class); Park Rangers "good will ambassadors" (18 youth).
City of Portland, Portland Police Bureau	Cadet Program allows youth to gain police experience (20 youth at each precinct).
COMMUNITY PROGRAMS	
Multnomah County Library; HAP	Neighborhood Networks program: Multnomah County Library works with Housing Authority of Portland (HAP) and NW Labs to provide computer labs at various sites.
SUN Schools, Boys and Girls Clubs, SEI, Little League, churches	After school activities for youth are delivered at schools and in communities by a wide range of groups, e.g. night skate program for teens (Boys and Girls).
AmeriCorps	AmeriCorps volunteers at 5 sites operate early literacy labs and after school programming.
Metropolitan Family Services	Parent training based on a nationally validated curriculum in the Lents area to help parents of 4 th to 8 th graders to help prevent early drug use.
Bridge Builders	Bridge Builders offers a program to develop a positive identity and life goals in young men and women, paired with long term mentoring for youth. (75 youth mentors).