

**NATIONAL GANG PROGRAMS DIRECTORY**

<i><b>PROGRAM</b></i>	<i><b>PROGRAM TYPE</b></i>	<i><b>PROGRAM COMPONENTS</b></i>
8% Early Intervention Program	Intervention/ Suppression	<p>The <b>8% Early Intervention Program</b> grew out of a historical analysis of court referrals that found that 8 percent of referred adolescents account for more than half of all repeat offenses among juveniles on probation. Thus, the program targets young offenders (under age 15) who are deemed to be at risk of becoming chronic, serious, and violent juvenile offenders. Those who are potential “8% cases” are identified during screening at court intake through the use of a comprehensive risk assessment instrument. These high-risk offenders receive intensive supervision in a Repeat Offender Prevention Program, and wraparound interventions are provided to 8% clients and their families through a Youth and Family Resource Center (YFRC). In a two-year follow-up, compared with the control group, the 8% Early Intervention Program group has had significantly fewer petitions filed for new law violations, a lower overall number of petitions filed, and a lower average number of days in custody.</p> <p>The Orange County juvenile probation study also identified two other groups of offenders: a medium-risk group (22 percent of the total sample) and a low-risk group (the remaining 70 percent). An interdisciplinary team of practitioners from throughout the county then developed a model continuum of juvenile justice services to manage all three groups simultaneously. Youth who are found, through risk assessment, to be in the 70 percent group are assigned to the Immediate Accountability Program, those in the 22 percent group are assigned to the Intensive Intervention Program, and those in the 8 percent group are admitted to the 8% Early Intervention Program’s YFRC. All wards of the court receive appropriate sanctions and services, based mainly on the results of risk and needs assessments. Offenders can be moved up and down the continuum of sanctions and program levels, depending on their progress in staying out of trouble and success in treatment programs. This is an impressive probation graduated-sanctions system that combines immediate and intermediate sanctions with a continuum of treatment programs. The 8% Early Intervention Program has been replicated in seven other California counties under funding provided by the state legislature.</p>
Aggression Replacement Training (ART)	Intervention	<p><b>Aggression Replacement Training (ART)</b> is a 10-week, 30-hour cognitive-behavioral program administered to groups of 8 to 12 juvenile offenders three times per week. ART has three main curriculum components—Structured Learning Training, which teaches social skills; Anger Control Training, which teaches youth a variety of ways to manage their anger; and Moral Education, which helps youth develop a higher level of moral reasoning. In the juvenile court setting, ART can be implemented by court probation staff or private contractors, after they receive formal ART training. A juvenile offender is eligible for ART if it is determined—from the results of a formal assessment tool administered by juvenile court staff—that the youth has a moderate to high risk for re-offense and has a problem with aggression or lacks skills in prosocial functioning. Using repetitive learning techniques, offenders develop skills to control anger and use more appropriate behaviors. In addition, guided group discussion is used to correct antisocial thinking that leads to problem situations.</p> <p>ART has produced impressive results working with gangs in Brooklyn, New York, communities. More rigorous evaluations have assessed the effectiveness of ART as an intervention for incarcerated juvenile delinquents. In these studies, ART enhanced prosocial skill competency and overt prosocial behavior, reduced the level of rated impulsiveness, decreased the frequency and intensity of acting-out behaviors, and enhanced the participants’ levels of moral reasoning.</p> <p>A Washington State Institute for Public Policy study found that when ART is delivered competently, the program reduced felony recidivism and was found to be cost-effective. For the 21 courts in which ART service providers were rated as either competent or highly competent, the 18-month felony recidivism rate was 19 percent. This is a 24 percent reduction in felony recidivism compared with the control group, which is statistically significant. Moreover, the cost-benefit analysis demonstrated that when ART is delivered by competent courts, it generates \$11.66 in benefits (avoided crime costs) for each \$1.00 spent on the program. When not competently delivered, ART costs the taxpayer \$3.10. Averaging these results for all youth receiving ART, regardless of court competence, produces a net savings of \$6.71 per \$1.00 of costs.</p>
Aggressive Behavioral Control (ABC) Program	Intervention	<p>The <b>Aggressive Behavioral Control (ABC) Program</b> was established in the Regional Psychiatric Centre (RPC) in Saskatoon, Saskatchewan. The RPC is a maximum-security, accredited, forensic psychiatric hospital operated by Correctional Services Canada. It provides high-intensity, cognitive-behavioral therapy (CBT) treatment programs designed specifically for high-risk, high-need offenders, especially those who demonstrate low responsiveness to rehabilitative services. The ABC Program is a 6- to 8-month program designed for impulsively and/or chronically aggressive offenders with extensive histories of crimes of violence and/or significant institutional management problems. Prison gang inmates were included in the eligible target group for these reasons and also because they present a formidable security threat in prison.</p> <p>An interdisciplinary team format was employed to deliver program services that were designed to follow the principles of effective correctional treatment and also to emphasize relapse prevention skills in individual and group therapy. Some clients also received employment and education programs, substance abuse treatment, sex-offender treatment, and occupational therapy. Referrals to the ABC Program came from other correctional institutions and were screened for admission to the program on the basis of the above eligibility criteria. Upon discharge from the program, offenders may be released directly into the community, returned to the referring prison, or sent to a different institution. A total of 28 gangs were represented in the treatment group; offenders were mostly Aboriginal street gang members, though there were other street gang members as well. A few of them belonged to motorcycle gangs. The program clients averaged about 25 years of age. Treated gang and nongang groups were compared with matched untreated gang and nongang groups. Overall criminal recidivism was significantly reduced in the treated groups (with no differences between the treated gang and treated nongang groups). Among those who recidivated, the first violent conviction was less serious in the treated groups compared with the untreated comparison groups. The treated groups also had lower rates of major institutional infractions than did the comparison groups. Overall, the results supported the general conclusion that when designed according to the risk, need, and responsibility principles and delivered to gang members within a mental health facility, CBT can reduce the likelihood and seriousness of criminal recidivism in the community and the rate of major institutional conduct among confined offenders.</p>
Alliance of Concerned Men (ACM)	Intervention	<p>The <b>Alliance of Concerned Men (ACM)</b> is a 501(c)(3) community-based organization that provides outreach, prevention, intervention, social services, cultural enrichment, and recreational activities for low-income, at-risk youths and families within the District of Columbia.</p> <p>The purpose of ACM is youth crime and violence intervention/prevention. Its three key operating principles are (1) that every individual has infinite worth and dignity, (2) that every individual harbors an innate desire to become a positive contributor to society, and (3) that a comprehensive approach of interrelated strategies aimed at community mobilization, suppression, social intervention, opportunities, and education and training will bring about changes in attitudes and values essential to leading humane and productive lives.</p> <p>ACM work takes place at three different levels. First and foremost is the community level. The Alliance maintains personal relations with residents throughout DC, particularly in neighborhoods</p>

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		<p>most likely to need its services.</p> <p>The second set of partnerships is with private organizations. ACM works with schools, churches, and other organizations for specific events or for general outreach. The shared goal is to build better communities, strengthen families, and motivate individuals to improve their own outlooks on life.</p> <p>The third level is formal authority. ACM has worked under contract with government agencies such as the DC Housing Authority, the DC Child and Family Services Agency, and the U.S. Executive Office of Weed and Seed.</p> <p>In dealing with gang problems, ACM successfully established a violence-free zone in the Washington, DC, Benning Terrace public housing project with assistance from the DC Housing Authority. ACM members carried out grassroots intervention in intergang conflicts and successfully negotiated a truce. The permanence of the gang truce was buttressed by job opportunities the DC Housing Authority provided for gang members, such as refurbishing the neighborhood, removing graffiti, and landscaping. In February 2004, residents celebrated the seventh anniversary of the Benning Terrace Truce.</p>
<p>Big Brothers Big Sisters of America (BBBSA)</p>	<p>Prevention</p>	<p><b>Big Brothers Big Sisters of America (BBBSA)</b> is a mentoring program that matches an adult volunteer, known as a Big Brother or Big Sister, to a child, known as a Little Brother or Little Sister, with the expectation that a caring and supportive relationship will develop. The most important component of the intervention is the match between volunteer and child. Equally important, however, is the support of that match by the ongoing supervision and monitoring of the relationship by a professional staff member. The professional staff member selects, matches, monitors, and closes the relationship with the volunteer and child, and communicates with the volunteer, parent/guardian, and child throughout the relationship.</p> <p>The generalized activity of the relationship between volunteer and child is related to the goals that were set initially when the match was established. The foremost goal is to develop a relationship—one that is mutually satisfying, where both parties come together freely on a regular basis. More specific goals might relate to school attendance, academic performance, relationships with other children and siblings, general hygiene, learning new skills, or developing a hobby. The goals are developed into an individualized plan, which is updated by the BBBSA staff member as progress is made and circumstances change over time.</p> <p>BBBSA typically targets youth aged 6 to 18 years. The local BBBSA agency develops its own criteria that define the type of child who is appropriate to be matched with a volunteer. Although many children come from single-parent households, most agencies serve children from dual-parent households when there is some type of stress in the family, such as illness, poverty, or other circumstances that make it difficult for both parents to provide ongoing nurturing and support for the child.</p> <p>An evaluation of the BBBSA program has been conducted to assess children who participated in BBBSA compared with their nonparticipating peers. After an 18-month period, BBBSA youth:</p> <ul style="list-style-type: none"> <li>•Were 46 percent less likely than control youth to initiate drug use during the study period.</li> <li>•Were 27 percent less likely to initiate alcohol use than control youth.</li> <li>•Were almost one-third less likely than control youth to hit someone.</li> <li>•Were better than control youth in academic behavior, attitudes, and performance.</li> <li>•Were more likely to have higher-quality relationships with their parents or guardians than control youth.</li> <li>•Were more likely to have higher-quality relationships with their peers at the end of the study period than were control youth.</li> </ul>
<p>Boston Operation Ceasefire</p>	<p>Suppression</p>	<p>Targeted youth and adult gang members in a multiagency coordinated Youth Violence Strike Force. It was based on an analysis of homicide among Boston’s youth that determined that this violence was gang-centered, neighborhood-based, and concentrated in a small number of repeat-offending, gang-involved youth. The program was initiated in individual neighborhoods with an explicit communication campaign. This campaign began with an orientation for community groups and was then often carried out face to face with gang members, who were given the message that gang violence had provoked a zero-tolerance approach and that only an end to gang violence would stop new gang-focused suppression activities. The long sentences that offenders received were publicized in high-crime neighborhoods. The program components described above built upon and integrated the efforts of grassroots organizations and the faith community.</p> <p>The multiagency task force of Boston police officers and others from outside agencies suppressed youth and adult gang violence and gun use. Suppression tactics included “pulling levers” to impose costs on offenders related to their chronic offending by serving warrants, enforcing probation restrictions, and deploying federal enforcement powers. Under another component of the program—Operation Night Light—police and probation officers, working in teams, made nightly visits to the homes of youth on probation to ensure that they were complying with the terms and conditions of their probation. This helped target tough enforcement efforts against gang leaders. City “streetworkers” (outreach workers, gang prevention, and mediation specialists) also worked in tandem with police and probation officers, helping resolve conflicts and linking youth who wanted help with needed services.</p> <p>A comparison of Boston’s youth violence trends with other cities during the program period suggests that Operation Ceasefire may have been effective in reducing youth homicides, gun assault incidents, and “shots fired” calls for service. The intervention was associated with a statistically significant decrease (63 percent) in the monthly number of youth homicides. However, Operation Ceasefire was but one element of a collaborative, comprehensive strategy implemented in Boston. Others included Boston’s Ten-Point Coalition. The Operation Ceasefire program has been replicated in other cities, including Minneapolis, St. Louis, and Los Angeles.</p>

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Boston Ten Point Coalition (BTPC)	Intervention	<p><b>The Boston Ten-Point Coalition (BTPC)</b> is an ecumenical group of Christian clergy and lay leaders working to mobilize the Christian community around issues affecting black and Latino youth. To assist youth at high risk for violence, drug abuse, and other destructive behaviors, the BTPC also seeks to build partnerships with community-based, governmental, and private sector institutions that are committed to the revitalization of the families and communities in which Boston youth grow up.</p> <p>Programs that develop from these partnerships target some of Boston communities’ “troubled youth,” youth that other agencies most frequently are unable to serve. The BTPC is faith-based because faith breeds a sense of hope and provides the nurturing, yet structured principles and environments that many youth lack. A key goal of the BTPC is to support Boston’s citywide anti-violence strategy that was initiated in the early 1990s, called Operation Ceasefire.</p> <p>When violence—particularly youth homicides—escalated in Boston at that time, some church clergy and laity formed the Boston Ten-Point Coalition, which then developed a collaborative approach with Boston police in conjunction with Operation Ceasefire. This collaboration was based on the belief that nine out of every ten youngsters could be saved from violence by the clergy or community-based organizations.</p> <p>The Boston mayor recently asked the BTPC and the faith-based community as a whole to help address youth violence in eight city hot spots. The BTPC will help coordinate services to respond proactively to the threat of increasing violence these communities face. Outreach efforts will include:</p> <ul style="list-style-type: none"> <li>•Neighborhood walks by pastors, ministers, and lay leaders.</li> <li>•Cookouts sponsored by local churches.</li> <li>•Home-front visits by trained church volunteers.</li> <li>•Crisis intervention services provided by trained clergy as part of a Crisis Response Team.</li> <li>•Adoption of tenant organizations and community-based organizations.</li> </ul> <p>The BTPC’s Ten-Point Plan for the twenty-first century includes actions to help youth develop more positive and productive lifestyles.</p> <ol style="list-style-type: none"> <li>1.Promote and campaign for a cultural shift to help reduce youth violence, both physically and verbally, within the black community by initiating conversations, introspection, and reflection on the thoughts and actions that hold us back as a people, individually and collectively.</li> <li>2. Develop, as churches, a curriculum regarding black and Latino history with an emphasis on the struggles of women of color to help young people understand that the God of history has been and remains active in all our lives.</li> <li>3. Acknowledge and respond to the impact of trauma as a physical and emotional reality on the lives of our young people and their families as a direct result of violence.</li> <li>4. Build meaningful relationships with high-risk youth by recognizing their reality on their terms and in their spaces.</li> <li>5. Focus specifically on connecting and rebuilding the lives of youth who have been incarcerated and stigmatized by mainstream society.</li> <li>6. Provide youth advocacy and one-on-one mentoring for high-risk youth.</li> <li>7. Provide gang mediation and intervention for high-risk youth with the goal of establishing cease-fires and building the foundation for active peace.</li> <li>8. Establish accountable, community-based economic development projects that are organic visions of revenue generation and that demystify the accumulation and power of money through financial literacy.</li> <li>9. Build partnerships with the social/secular institutions of our city, with suburban and downtown communities of faith to help provide spiritual, human, and material support.</li> <li>10. Provide ongoing training for individual churches along with a systematic program in leadership development to create, maintain, and sustain community mobilization.</li> </ol>
Brief Strategic Family Therapy (BSFT)	Prevention	<p><b>Brief Strategic Family Therapy (BSFT)</b> adopts a structural family systems framework to improve a youth’s behavior problems by improving family interactions that are presumed to be directly related to the youth’s symptoms. The target population in general is children and adolescents between 8 and 17 years of age displaying or at risk for developing behavior problems, including substance abuse.</p> <p>BSFT is a short-term, problem-focused intervention with an emphasis on modifying maladaptive patterns of interactions. Typical sessions last from 60 to 90 minutes, with 12–15 sessions over three months. Therapy is based on the assumption that each family has unique characteristics that emerge when family members interact and that this family “system” influences all members of the family; thus the family is viewed as a whole organism. The repetitive interactions, or ways in which family members interact and behave with regard to one another, can be either successful or unsuccessful. BSFT targets these interaction patterns that are directly related to the youth’s behavior problems and establishes a practical plan to help the family develop more effective patterns of interaction.</p> <p>The three primary components of the intervention are:</p> <ul style="list-style-type: none"> <li>•Joining—understanding resistance and engaging the family in therapy.</li> <li>•Diagnosis—identifying the interaction patterns that encourage problematic youth behavior.</li> <li>•Restructuring—developing a specific plan to help change maladaptive family interaction patterns by working in the present, reframing, and working with boundaries and alliances.</li> </ul>

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		BSFT adolescents showed significant reductions in conduct disorder and aggression from pretreatment to posttreatment, while group therapy adolescents showed no significant changes. There were also significant clinical changes in conduct disorder and aggression favoring the treatment group over the control group.
Broader Urban Involvement & Leadership Development (BUILD)	Prevention	<p><b>Broader Urban Involvement and Leadership Development (BUILD)</b> seeks to redirect the behavior of gang-affiliated youth and potential gang recruits in order to improve their chances of leading fulfilling lives and to increase the stability and safety of the communities in which they reside. BUILD staff provide counseling, community education, and work-readiness training through four major approaches:</p> <ul style="list-style-type: none"> <li>•The Prevention Program is a ten-week, in-school program aimed at preventing youths from drug use and gang life.</li> <li>•The Intervention Program solicits gang members from the street for participation in recreational activities and offers them drug abuse education, referrals, and counseling.</li> <li>•The Community Resource Development Program involves adults who volunteer to develop mentoring relationships with gang members and to develop strong community bonds and retard gang development.</li> <li>•The Rehabilitation Program intervenes with adjudicated youth in the Cook County Juvenile Temporary Detention Center to reduce recidivism.</li> </ul> <p>An earlier version of this program consisted of an anti-gang curriculum that was taught to eighth-grade students in Chicago middle schools located in lower- and lower-middle class areas with high levels of gang activity. Following completion of the curriculum component, youth from the classrooms considered to be at high risk for joining gangs were invited to participate in an after-school program. It provided recreational activities, job skills training workshops, educational assistance programs, and social activities. At-risk youth were identified by teachers and project staff using gang rosters compiled by detached street-gang workers on the basis of interviews with gang members. An evaluation showed that experimental youth were less likely to join a gang than comparison youth, but the difference was only marginally statistically significant. The evaluation was limited by the short-term follow-up period and the relatively small sample size.</p>
Caught in the Crossfire	Intervention	<p>The Caught in the Crossfire intervention is aimed at reducing gang-related youth violence &amp; death. It's a hospital-based peer intervention program that hires young adults who have overcome violence in their own lives to work with youth who are recovering from violent injuries. These highly trained Intervention Specialists offer long-term case management, linkages to community services, mentoring home visits, and follow-up assistance to violently injured youth. The purpose is to promote positive alternatives to violence and to reduce retaliation, re-injury, and arrest. According to an evaluation, hospitalized youth who took part in the project were 70% less likely to be arrested and 60% less likely to evidence criminal involvement than hospitalized youth who did not partake in the program.</p>
CeaseFire Chicago Project	Comprehensive	<p>The <b>Chicago Project for Violence Prevention (CPVP)</b> has designed a new intervention—CeaseFire-Chicago—that approaches violence in a fundamentally different way than other violence reduction efforts. The CeaseFire model implemented and tested in Chicago works with community-based organizations and focuses on street-level outreach, conflict mediation, and the changing of community norms to reduce violence, particularly shootings.</p> <p>CeaseFire-Chicago focused on affecting risky activities by a small number of carefully selected members of the community, those with a high chance of either being shot or being shooters in the immediate future (Skogan et al. 2008). A three-pronged approach was employed in the CeaseFire intervention. First, outreach workers, called “violence interrupters” (most of whom were former gang members), worked alone or in pairs on the street, mediating conflicts between gangs, and in hospital emergency rooms, intervening to stem the cycle of retaliatory violence. One shooting frequently leads to another in the gang world, perpetuating a cycle of violence. The outreach workers also provided services for gang members. A key goal was to provide on-the-spot alternatives to violence when gangs and individuals on the street were making behavior decisions. CeaseFire treated the young men and women they encountered as rational actors, capable of making choices. The strategy was to promote their consideration of a broader array of responses to situations that too frequently elicited shootings and killings as a presumed problem-solving tactic.</p> <p>Second, mobilizing two key groups in the community, the clergy and residents who could be stirred to direct action, was another key part of the program theory. Community mobilization and public education campaigns, common public health strategies for addressing maladies ranging from obesity to immunization, were adapted by CeaseFire to target violence reduction. CeaseFire’s public education campaign was aimed at both changing norms about violence and enhancing the perceived risks of engaging in violence. Outreach workers were to carry the message that “the killing must stop” to their clients and to the broader community, while the clergy were to speak to their parishioners, in addition to opening their churches as places for counseling and mentoring. Marches, rallies, and prayer vigils, backstopped by the widespread distribution of promotional materials, focused on stirring concern among the public.</p> <p>Third, violence suppression actions by the police and prosecutors and tougher anti-gun legislation strategies were employed to increase the risks surrounding involvement in shootings. The independent outcome evaluation used statistical models, a crime hot spot-mapping technique, and gang network analyses to assess the program’s impact on shootings and killings in selected CeaseFire sites. In four of the seven Chicago sites, it appears that the introduction of CeaseFire-Chicago was associated with distinct and statistically significant declines in the broadest measure of actual and attempted shootings: declines that ranged from 17 percent to 24 percent in contrast with matched comparison areas (Skogan et al. 2008). The analysis of crime hot spots contrasted shooting patterns before and after the introduction of CeaseFire. Overall, the program areas grew noticeably safer in six of the seven sites, and the evaluators concluded that there was evidence that decreases in the size and intensity of shooting hot spots were linked to the introduction of CeaseFire in four of these areas.</p> <p>The evaluation study (Skogan et al. 2008) also considered how homicides within and among gangs changed with the introduction of the program, in contrast to short-term trends in the comparison areas. One statistical measure of interest was changes in the proportion of killings attributable to gangs in an area. By this measure, gang homicide density was down more in two program areas. A</p>

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		second measure was the proportion of gang homicides that were reciprocal in nature. That is, they were seemingly sparked by earlier killings. These incidents were a special focus of CeaseFire’s violence interrupters, and in four sites reciprocal killings in retaliation for earlier events decreased more in the program beats than in the comparison areas. A third measure, average gang involvement in homicide, pointed to greater improvements in three of the areas.
Chariot Videos/Curriculum – Gangs: It’s Your Life	Prevention	A 3-part video gang program/curriculum that examines the complex reasons why youth join gangs, the consequences of gang activity, and the way in which young people can find viable alternatives and make more positive choices. The curriculum consists of three 20-minute segments with supplemental workbook activities: Part 1, Understanding Gang Life – explores reasons youth are attracted to gang life, vividly demonstrating the journey from the fantasy of joining the gang to the nightmare of trying to get out. Part 2, Consequences of Gang Life – portrays the hidden consequences of gang involvement: fear, violence, trauma, abuse, manipulation, addiction, prison, death, and tragedy for loved ones. Part 3, Alternatives to Gangs – discusses the feelings of anger and hurt that underlie much of the negative behavior of at risk youth and outlines programs and approaches that are constructive and viable alternatives to gang membership.
Chicago Alternative Policing Strategy (CAPS)	Intervention	The <b>Chicago Alternative Policing Strategy</b> (CAPS) is a community-based policing strategy that was field-tested in five experimental districts in Chicago. In the CAPS program, officers in all districts and on all beats were instructed to work with neighborhood residents to identify chronic local crime problems and to devise solutions for them. The views of the local residents were expressed through district-level advisory committees and monthly public meetings. To evaluate the program, Skogan et al. (1999; Skogan and Steiner, 2004) obtained data on 15 police beats from observations and ride-alongs, agency files, attendance at public meetings, interviews with community leaders, and surveys of local residents. The evaluation used a quasi-experimental design based on the differential changes in views and experience of two groups over time. Data were gathered from survey interviews with a random sample of residents in the five experimental areas and five matched nonexperimental areas (n=1,506). The first survey took place during April and May 1993. The respondents were interviewed again 18 months later, to measure changes in their perceptions of crime. The evaluation revealed evidence of improvement in every program area, compared with the nonexperimental group. The evaluators gave an “excellent” rating to 4 of the 15 beats. Another 5 were found to be reasonably successful programs, 2 were of questionable effectiveness, and 4 received failing marks. Reports of drug and gang problems declined in two of the worst areas, as did perceptions of physical decay. The ratings were based on success in problem-solving practices, efforts to involve the community, and adherence to a clear plan of action. Some of the best practices were developed in some of the poorest neighborhoods, but at least 5 beats in ethnically diverse or primarily African-American neighborhoods did not receive very good service. Residents said gang violence was reduced in an experimental neighborhood. A manual is available that other communities can use in implementing programs based on the CAPS model (Skogan et al., 2000).
Childhood Development - Community Policing (CD-CP)	Prevention	The <b>Child Development-Community Policing</b> (CD-CP) program was developed by the Yale Child Study Center in New Haven, Connecticut, in 1992 to reduce the harm that chronic exposure to violence inflicts on children and families. The program provides a framework for a collaborative alliance among law enforcement, juvenile justice, domestic violence, medical and mental health professionals, and child welfare. CD-CP is a collaborative initiative between the National Center for Children Exposed to Violence at the Yale Child Study Center and the University of Connecticut’s Department of Psychiatry that focuses on the development and study of assessment and treatment approaches for children exposed to violence. The Childhood Violent Trauma Clinic is the central program component. It provides longitudinal assessment and treatment for children and their families who are affected by violence and other potentially traumatic circumstances. In addition to providing comprehensive assessment, treatment planning, and intervention, the clinic provides longitudinal assessment and treatment for children and their families who are affected by violence and other potentially traumatic circumstances. Other program components include: •Acute response and consultation service. •Child development fellowships for police supervisors. •Police fellowships for clinical faculty. •A seminar on child development, human functioning, and policing strategies. •Weekly case conferencing. CD-CP has been replicated in many communities across the United States.
Civil Gang Injunctions (CGI)	Suppression	A <b>civil gang injunction</b> is an anti-gang strategy where selected gang members are prohibited from engaging in specified activities through the use of court issued restraining orders. It is based on the legal theory that gang activity constitutes a public nuisance that prevents non-gang members from enjoying peace in their communities. It usually focuses on an entire geographic area (called a safety zone) within which the gang’s activities are restricted. Prohibited activities can include association with other members, wearing certain clothes, making certain hand gestures, acting as lookouts, fighting, drinking, and using drugs. An effectiveness study was conducted in 2001 in four California counties to determine whether gang injunctions reduce crime when compared to baseline & matched control areas. Calls for service were evaluated for one year, pre-injunction, and one year, post-injunction and found that calls for service were significantly reduced compared to baseline and compared to match controls. It found that total calls for service decreased 14.1% compared to baseline, while controls averaged an increase of 2.3%, a net benefit of 16.4%. The study confirmed that gang injunctions can be a beneficial tool if used and implemented correctly and can have a corresponding impact on reducing gang crime.

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Community Neutral Zone	Prevention	<p><b>Community Neutral Zone</b>—Growing public concern in Mountlake Terrace, Washington, over juvenile crime and youth gang involvement led some outspoken residents to demand a citywide curfew (Thurman et al., 1996; Thurman and Mueller, 2003). In response, the police chief convened public meetings to discuss the growing concern. These meetings led to the formation of a Community Action Resource Team, which recommended establishment of a Neutral Zone, a safe place where at-risk youth could voluntarily congregate and engage in prosocial activities. It was established at a centrally located elementary school gymnasium. In addition to participating in sports and other entertainment, youths receive various forms of counseling and other essential services.</p> <p>Each Friday and Saturday evening from 10:00 p.m. to 2:00 a.m., program staff and volunteers administer the Community Neutral Zone to youth ages 13–20 who are at high risk for gang involvement. As originally conceived, the Community Neutral Zone offers participants an alternative environment in which to more productively pass their time than they otherwise might if left to their own devices. In 1995, the Community Neutral Zone was expanded through affiliation with the AmeriCorps service program. This partnership made it possible to expand educational opportunities of participating youths to include after-school programming, provide more direct service activities, and establish conventional mentoring programs for at-risk and low-achieving students and others. In addition, services were initiated for children ages 6 and older, providing a one-stop service for youths during afternoons and weekend evenings.</p> <p>A school building in a residential section of Mountlake Terrace serves as the site for the Community Neutral Zone. Each evening’s events include recreational activities such as volleyball, basketball, and foosball; social service presentations such as Alcoholics Anonymous, Narcotics Anonymous, and AIDS awareness; movies; music; and hot meals. A minimum number of rules for participation are imposed by adult supervisors in the interest of encouraging inclusion. Program materials such as sporting equipment, food and, occasionally, door prizes typically are donated by local merchants.</p> <p>A study of the program found that more than half of participating youths said they attended the program every weekend, that 84 percent said it exceeded their expectations, and that if the youth were not attending the Community Neutral Zone, it was likely they would be at considerably greater risk of committing delinquent and/or criminal acts. More than half of the interviewed youths cited improved interpersonal skills from their participation. Some evidence from an analysis of police arrest data suggested a possible reduction in juvenile crime that may have been linked to the program.</p>
Comprehensive Gang Prevention, Intervention, & Suppression Model (OJJDP Comprehensive Model)	Comprehensive	<p>The <b>Comprehensive Gang Prevention, Intervention, and Suppression Model</b> (referred to herein as the Comprehensive Gang Model) is based on a nationwide assessment of youth gang problems and programs, funded by the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP). Conducted in the late 1980s, this study identified the main strategies that are commonly used and viewed favorably in community responses to gang problems. These strategies have been further developed and interrelated in the OJJDP Comprehensive Gang Model. Brief descriptions of the five strategies follow.</p> <p><b>Community Mobilization:</b> Involvement of local citizens—including former gang youth, community groups, and agencies—and the coordination of programs and staff functions within and across agencies.</p> <p><b>Opportunities Provision:</b> The development of a variety of specific education, training, and employment programs targeting gang-involved youth.</p> <p><b>Social Intervention:</b> Involving youth-serving agencies, schools, grassroots groups, faith-based organizations, law enforcement, and other juvenile/criminal justice organizations in “reaching out” to gang-involved youth and their families and linking them with the conventional world and needed services.</p> <p><b>Suppression:</b> Formal and informal social control procedures, including close supervision and monitoring of gang-involved youth by agencies of the juvenile/criminal justice system and also by community-based agencies, schools, and grassroots groups.</p> <p><b>Organizational Change and Development:</b> Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.</p> <p>The pilot program, the Gang Violence Reduction Program (described separately in this program database) in Chicago, Illinois, targeted approximately 200 hard-core gang youths. The program youth had significantly fewer total violent and drug arrests than comparison youth. The project was less effective in reducing total crimes among the two targeted gangs and in the community as a whole. Although the outcomes for this project are mixed, the results are consistent for violent crime reductions across analyses at all three program levels: (1) the individual, (2) the group (gang), and (3) the community (especially in the views of residents on this measure).</p> <p>An evaluation that combined results from the Chicago project with outcomes in five other implementation sites found that when the program was well implemented (in three sites: Chicago; Mesa, Arizona; and Riverside, California), the OJJDP Comprehensive Gang Model initiatives significantly reduced gang violence in the three sites. In summary, the evaluation found that when implemented with good fidelity to the Comprehensive Gang Model, collaborative interagency and community initiatives produced favorable outcomes (see OJJDP, 2008, pp. 37–50 for a summary of all Comprehensive Gang Model results through 2008). The most successful sites integrated outreach activities and a variety of intervention services (coordinated by intervention teams) with surveillance and suppression strategies.</p> <p>In the next demonstration of the OJJDP Comprehensive Gang Model, the Gang Reduction Program, primary and secondary prevention components were added (see Wyrick, 2006). Initial evaluations have shown positive, although not consistently strong, results in the Gang Reduction Programs in Boyle Heights in Los Angeles, and in the Southside community of Richmond,</p>

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		Virginia. Both of these programs have demonstrated evidence of effectiveness, and each of them is available separately in this database. In addition, four Gang-Free Schools and Communities projects that emphasize prevention and intervention were funded by OJJDP.
Court for the Individual Trmt of Adolescents (CITA)	Intervention	<p>The <b>Court for the Individualized Treatment of Adolescents (CITA)</b>, an innovative juvenile mental health court, has been implemented in the Santa Clara County Juvenile Court, in San Jose, California. CITA is the nation’s first juvenile mental health court. It was established to improve the poor track record that juvenile courts and the mental health system have in dealing independently with mental health problems of children and adolescents. Early identification of youth with serious mental health problems opens the door for more effective and humane treatment of these children and adolescents. CITA mainly targets juveniles with serious mental illness that has contributed to their delinquent conduct or protracted involvement with the juvenile justice system and other youths who have not been successfully treated by community mental health agencies.</p> <p>CITA staff use the Massachusetts Youth Screening Instrument (MAYSI) to screen all minors who are brought into custody and remain in the juvenile detention center. Children deemed eligible for the program receive comprehensive psychological assessments using other instruments. Those youth with substance abuse disorders are referred to concurrent diversion and treatment for drug abuse. A multidisciplinary team develops a comprehensive treatment plan for each eligible juvenile that integrates the wraparound philosophy of the county’s mental health system with the graduated sanctions system of the juvenile court. The Mental Health Court Coordinator oversees implementation of the comprehensive treatment plan. An elaborate set of protocols has been developed for CITA program operations.</p>
Dallas (TX) Anti-Gang Initiatives	Suppression	<p>The <b>Dallas (TX) Anti-Gang Initiative</b> targeted five geographical areas that were home to seven of the city’s most violent gangs. Three main suppression strategies were employed:</p> <ul style="list-style-type: none"> <li>•Saturation patrols/high-visibility patrols in target areas—These patrols stopped and frisked suspected gang members and made appropriate arrests.</li> <li>•Aggressive curfew enforcement—Ordinances were strictly enforced whenever suspected gang members were encountered.</li> <li>•Aggressive enforcement of truancy laws and regulations—Police worked in conjunction with school districts to curb truancy.</li> </ul> <p>Gang unit officers teamed with community-policing officers to carry out selected strategies in each of the five geographical areas. By examining weekly and monthly police reports that documented overtime-funded activities, evaluators determined which of the three suppression strategies various Dallas police teams mainly used. Patrol beats that had a similar number of gang-related violent offenses in a one-year period prior to the anti-gang initiative were selected for comparative evaluation purposes. Gang-related violent offenses reported to the police before and during the initiative were analyzed in both target and control areas. The analysis showed that gang-related violence decreased significantly during 1996–97 in both target and control areas; however, the decrease was more substantial in targeted areas (57 percent versus 37 percent). The larger decrease in gang-related violence in targeted areas was attributed to the use of two combined strategies: aggressive enforcement of curfew and truancy laws and regulations. Traditional (undirected) saturation patrol did not produce significant reductions when used as the main suppression strategy. The authors advise that these results must be interpreted with caution and replicated across and within several jurisdictions before broad and definitive conclusions can be drawn about the usefulness of a particular strategy. Although this program no longer exists, it is a relatively straightforward model that any community can implement.</p>
Florida Environmental Institute (FEI)	Intervention	<p>The <b>Florida Environmental Institute (FEI)</b>, also known as the “Last Chance Ranch,” serves some of Florida’s serious and violent juvenile offenders. Almost two-thirds of FEI youths are committed for violent crimes; the remainder, for chronic property or drug offenses. Overall, admissions are at moderate risk of recidivism. Located in a swamp in a remote area of the state, FEI is a highly structured, environmentally secure program that consists of several phases. In the FEI facility, where there is a low staff-to-client ratio, clients spend about a year in a program that includes therapeutic physical labor, educational and vocational training, a restitution component, and reintegration programming. Clients are then assisted with community living in an extensive aftercare phase. Evaluations of the program have shown quite promising results (see Krisberg et al., 1995, pp. 164–165). FEI has produced much lower recidivism rates than other Florida correctional programs, and the state has replicated the program in other localities.</p>
Functional Family Therapy (FFT)	Intervention	<p><b>Functional Family Therapy (FFT)</b> is an outcome-driven prevention/intervention program for youth who have demonstrated the entire range of maladaptive, acting-out behaviors and related syndromes. FFT targets youth, aged 11–18, at risk for and/or presenting with delinquency, violence, substance use, conduct disorder, oppositional defiant disorder, or disruptive behavior disorder. FFT requires as few as 8–12 hours of direct service time for commonly referred youth and their families and generally no more than 26 hours of direct service time for the most severe problem situations. Direct services are provided by one- and two-person teams to clients in homes, clinics, and juvenile court or at time of reentry from institutional placement.</p> <p>FFT effectiveness derives from emphasizing factors that enhance protective factors and reduce risk, including the risk of treatment termination. In order to accomplish these changes in the most effective manner, FFT is a phased program, with steps that build upon each other. These phases consist of:</p> <ul style="list-style-type: none"> <li>•Engagement, designed to emphasize within youth and family the factors that protect youth and families from early program dropout.</li> <li>•Motivation, designed to change maladaptive emotional reactions and beliefs and increase alliance, trust, hope, and motivation for lasting change.</li> <li>•Assessment, designed to clarify individual, family system, and larger-system relationships, especially the interpersonal functions of behavior and how they relate to change techniques.</li> <li>•Behavior change, which consists of communication training, specific tasks and technical aids, basic parenting skills, contracting, and response-cost techniques.</li> <li>•Generalization, during which family case management is guided by individualized family functional needs, their interface with environmental constraints and resources, and the alliance with the</li> </ul>

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		<p>FFT therapist/family case manager.                      Clinical trials have demonstrated that FFT is capable of:</p> <ul style="list-style-type: none"> <li>•Effectively treating adolescents with conduct disorder, oppositional defiant disorder, disruptive behavior disorder, and alcohol and other drug abuse disorders and who are delinquent and/or violent.</li> <li>•Interrupting the matriculation of these adolescents into more restrictive, higher-cost services.</li> <li>•Reducing the access and penetration of other social services by these adolescents.</li> <li>•Generating positive outcomes with the entire spectrum of intervention personnel.</li> <li>•Preventing further incidence of the presenting problem.</li> <li>•Preventing younger children in the family from penetrating the system of care.</li> <li>•Preventing adolescents from penetrating the adult criminal system.</li> <li>•Effectively transferring treatment effects across treatment systems.</li> </ul>
<p align="center">Gang Intervention Program</p>	<p align="center">Intervention</p>	<p>Youth Development, Inc. operates the <b>Gang Intervention Program</b> to work specifically with individual gang members within the Albuquerque neighborhoods. The mission of the program is to work together with youth and families to stop the violence and keep the communities safe. The Gang Intervention Program uses innovative approaches to help youth learn and experience positive alternatives that may lead them to divert their negative energies into positive ones within their communities. Services provided include case management, individual/family counseling with a licensed therapist, recreational activities, and participation in community events. The eight-week leadership program is a specialized program designed to bring together youth from the different barrios to experience hands-on activities, giving back to their communities, building positive relationships within their peer group, communication skills, leadership, and team building. While participating in the gang program, youth learn to come together in a nonthreatening, cooperative atmosphere in all the program sites.</p>
<p align="center">Gang Intervention Through Targeted Outreach (GITTO) Boys &amp; Girls Club of America</p>	<p align="center">Intervention</p>	<p><b>Gang Intervention Through Targeted Outreach (GITTO)</b>, operated by Boys &amp; Girls Clubs of America (BGCA), is a communitywide gang prevention program that attempts to intervene with youths in the “wannabe” stage or current gang members. Targeted Outreach incorporates four objectives: community mobilization, recruitment, mainstreaming/programming, and case management. Local implementation of this program begins with mobilizing community leaders and club staff, who discuss local gang issues and clarify their roles as they design a strategy to offer youth alternatives to the gang lifestyle.</p> <p>Target youth are identified and recruited through direct outreach and referrals from agencies such as school personnel, social service agencies, police, and probation. In the intervention model, youth are recruited to participate in a project that is staffed by the Boys &amp; Girls Club but is run separately (either after typical club hours or on a more one-on-one case management basis) from daily club activities. Programs are offered in five core areas: character and leadership development; education and career development; health and life skills; the arts; and sports, fitness, and recreation. Life-skills programs are geared to enhance communication skills, problem-solving techniques, and decision-making abilities. Similar to the Gang Prevention Through Targeted Outreach model, the GITTO program produced modest positive outcomes for youth participating in the program. More frequent attendance in the GITTO program was associated with less involvement in gang-associated behaviors, less contact with the juvenile justice system, and more positive school engagement.</p>
<p align="center">Gang Prevention Through Targeted Outreach (GPTTO) Boys &amp; Girls Club of America</p>	<p align="center">Prevention</p>	<p><b>Gang Prevention Through Targeted Outreach (GPTTO)</b>, operated by Boys &amp; Girls Clubs of America (BGCA), is a communitywide gang prevention program that attempts to intervene with youths at risk of gang involvement. Targeted Outreach incorporates four objectives: community mobilization, recruitment, mainstreaming/programming, and case management. Local implementation of this program begins with mobilizing community leaders and club staff, who discuss local gang issues and clarify their roles as they design a strategy to prevent gang involvement. Police departments, schools, social service agencies, and community organizations recruit at-risk youth into club programs in a non-stigmatizing way through direct outreach efforts and a referral network that links local clubs with courts. Once in the Boys &amp; Girls Club, youth participate in programs based on their individual interests and needs.</p> <p>In the prevention model, the youth are recruited into local Boys &amp; Girls Clubs to participate in all aspects of club programming. Programs are offered in five core areas: character and leadership development; education and career development; health and life skills; the arts; and sports, fitness, and recreation. In general, the GPTTO has been shown to produce positive outcomes both in behavior related to school and delinquency measures, although differences between the comparison group and those participating in the program are stronger for school-related behaviors than for delinquency and gang-related behaviors. Evaluations of youth behavior after participating in the GPTTO program for one year suggested that more frequent GPTTO club attendance is associated with the youth being less likely to start wearing gang colors, being less likely to have contact with the juvenile justice court system, exhibiting fewer delinquent behaviors, and demonstrating improved school outcomes and increased levels of positive peer and family relationships.</p>
<p align="center">Gang Resistance Education And Training (GREAT)</p>	<p align="center">Prevention</p>	<p>The <b>Gang Resistance Education And Training (G.R.E.A.T.)</b> Program is a school-based gang prevention curriculum for girls and boys. The curriculum is taught in entire classrooms of mainly middle school students by uniformed law enforcement officers in a 13-week course. In addition to educating students about the dangers of gang involvement, the lesson content places considerable emphasis on cognitive-behavioral training, social skills development, refusal skills training, and conflict resolution. Thus, the curriculum aims to reduce risk factors and increase protective factors. The G.R.E.A.T. Program consists of four components: a 13-session middle school curriculum, an elementary school curriculum, a summer program, and families training.</p>

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		<p>Preliminary results from a seven-city experimental evaluation of the revised G.R.E.A.T. Program (one-year post-treatment) are positive overall. The program appears to have short-term effects on the intended goals of reducing gang involvement (but not general delinquency) and improving youth-police relations (more positive attitudes about police), as well as on interim risk or skills. Specifically, compared with non-G.R.E.A.T. students, the G.R.E.A.T. students were more likely to report more frequent use of refusal skills, greater resistance to peer pressure, less positive attitudes about gangs, and lower rates of gang membership.</p>
<p align="center">Gang Resistance Is Paramount (GRIP)</p>	<p align="center">Prevention</p>	<p>In an attempt to curb gang membership and discourage future gang involvement, the city of Paramount, California, initiated the <b>Gang Resistance Is Paramount (GRIP)</b> program. The city of Paramount and the Paramount Unified School District have been collaborating for 20 years to provide the GRIP program to Paramount children and their parents. The program includes three major components. The first involves neighborhood meetings that provide parents with support, assistance, and resources as they try to prevent their children from joining gangs. The second component comprises a 15-week course for fifth-grade students and a 10-week course for second-grade students. The lessons deal with graffiti, peer pressure, tattoos, the impact of gang activity on family members, drug abuse, and alternative activities and opportunities. Finally, a school-based follow-up program is implemented at the ninth-grade level to reinforce what children learned in the elementary grades. The program is designed to build self-esteem and also focuses on the consequences of a criminal lifestyle, the benefits of higher education, and future career opportunities. GRIP has been evaluated in six separate studies. The first two tested elementary students before and after participation in the program. Prior to the program, 50 percent of students were undecided about gang involvement; after participation, 90 percent responded negatively toward gangs compared with a control group who showed no change over that time period. The third and fourth studies surveyed seventh- and ninth-graders who had participated in the program; both showed that 90 percent still had negative attitudes toward gangs. The fifth study cross-checked the names of program participants with police records and found that 96 percent were not identified as gang members. The sixth study showed that only 6 percent of ninth-graders who had participated in GRIP reported being involved in gang activity compared with 9 percent of youths in the control group.</p>
<p align="center">Gang Violence Reduction Program (GVRP)</p>	<p align="center">Comprehensive</p>	<p>The <b>Gang Violence Reduction Program</b> targeted mainly older members (ages 17 to 24) of two of the Chicago area’s most violent Hispanic gangs, the Latin Kings and the Two Six. Specifically, the Little Village program targeted more than 200 of the “shooters” (also called influential persons or leaders) of the two gangs. A steering committee was established to support the project. This group was composed of representatives from local churches, two Boys &amp; Girls Clubs, a local community organization, a business group, other social agencies, the local alderman, and local citizens. The priority goal of the project was to reduce the extremely high level of gang violence among youth who were already involved in the two gangs; drug-related activity was not specifically targeted. The main goal was to be accomplished by a combination of outreach work, an Intervention Team, case management, youth services, and suppression. Outreach youth workers aimed to prevent and control gang conflicts in specific situations and to persuade gang youth to leave the gang as soon as possible. Virtually all of these youth workers were former members of the two target gangs. An Intervention Team (mainly the outreach youth workers, police, and probation officers) met biweekly and exchanged information on violence that was occurring (or about to occur) in the community. It provided intensive services to gang members, including crisis intervention, brief family and individual counseling and referrals for services, and surveillance and suppression activities. Altogether, a good balance of services was provided. Project police were hired to target the two gangs and their most violent members. They used standard policing tactics employed elsewhere in the city by Chicago police in controlling gang violence. The outreach youth workers sometimes collaborated with the project tactical officers in the exchange of information that was vital to the police suppression role, and project police officers often encouraged gang youth to accept services. The suppression contacts reduced the youth’s interest in and attachment to the gang. Services such as job placement reduced target youth’s time spent with other gang members.</p> <p>The process evaluation of the program revealed that it was well-implemented, achieving an “excellent” rating on 8 of the 18 program-implementation elements: interagency and street (intervention) team coordinators; criminal justice participation; lead agency project management and commitment to the model; social and crisis intervention and outreach work; suppression; targeting, especially of gang members; balance of services; and intensity of services.</p> <p>The outcome evaluation examined the effects of the Little Village project on the approximately 200 targeted, hard-core gang youths during the period in which they were served by the program. Self-reports of criminal involvement showed that the program reduced serious violent and property crimes, and sharp declines were also seen in the frequencies of various types of offenses. The program was more effective with older, high-rate, violent gang offenders than with younger, less violent offenders. Active gang involvement was also reduced among project youths, but mostly among older members, and this change was associated with less criminal activity. Most youth in both targeted gangs improved their educational and employment status during the program period. Employment was associated with a general reduction in youths’ criminal activity, especially drug selling.</p> <p>A controlled comparison examined arrests among project youth versus two control groups (one of which received minimal services and the other one received no services from project workers). The program youth had significantly fewer total violent and drug arrests.</p> <p>Using a similar research design, Spergel compared communitywide effects of the project on arrests between preprogram and program periods in Little Village versus other nearby “high-gang-crime” communities. The project was less effective in changing the entrenched pattern of gangbanging and gang crime among the two targeted gangs and in the Little Village community as a whole. Yet the increase in serious violent gang crimes was lower in Little Village than in all other comparable communities. Notably, residents and representatives of various organizations perceived a significant reduction in overall gang crime and violence in Little Village during the program period.</p>

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		<p>In sum, although the outcomes for the Little Village project are mixed, the results are consistent for violent crimes across analyses at all three impact levels: (1) the individual, (2) the group (gang), and (3) the community (especially in the views of residents). A similar impact was not seen on gang drug activity (although drug selling was reduced among older gang members when the project facilitated their employment), but the project specifically targeted gang violence, not gang drug activity.</p> <p>Interestingly, the evaluation suggested that a youth outreach (or social intervention) strategy may be more effective in reducing the violent behavior of the younger and less violent gang youth and that a combined youth outreach and police suppression strategy might be more effective with the older, more criminally active and violent gang youth, particularly with respect to drug-related crimes. However, the best indicators of reduced total offenses were older age, associations with probation officers, and spending more time with a wife or steady girlfriend. In contrast, the best predictors of reduced violent offenses were youths' avoidance of gang situations, satisfaction with the community, and more exposure to treatment for various personal problems.</p> <p>Interactive and collaborative project outreach worker efforts—combining suppression, social support, and provision of social services—were shown to be most effective in changing criminal involvement of gang members. Larger program dosages (multiple providers, frequency, and duration of services) proved to be important, and these were associated with reduced levels of violence arrests. Four types of service or sanctions predicted successful outcomes among program youth: suppression (particularly by police), job referrals by youth workers, school referrals (mainly by youth workers), and program dosage (contacts by all workers together).</p>
G.A.T.E curriculum	Prevention / Intervention	<p>The <b>G.A.T.E. curriculum</b> is a school based prevention &amp; education program (targeting the entire school) that blends all three at-risk areas: gangs, drugs, &amp; violence. Developed 3 distinct programs targeting elementary, middle, and high school aged youth. Program works to partner with available community social service programs to provide a method to track at-risk behavior &amp; refer the youth into appropriate social services as needed allowing for earlier intervention &amp; a greater chance of prevention. Curriculum taught by LEO or specially trained prevention instructors. A series of studies were combined to help identify the impact of the G.A.T.E. program, a cross-sectional study and longitudinal study. While the results from the longitudinal study are not complete as of yet the cross-sectional results show numerous areas of reduction including in the areas of drug use, year of onset, crime and victimization and gang activity and delinquency.</p>
Graduated Sanctions	Intervention	<p><b>Graduated sanctions</b> properly refer to the continuum of disposition options that juvenile court judges and court staff have at their disposal (Juvenile Sanctions Center, 2002). However, sanctions provide only the context for service delivery; it is the programs that address the underlying family, school, peer group, and individual problems that are most likely to produce change in offenders. For a graduated-sanctions system to fulfill its promise, methods must be employed to ensure that the juveniles most likely to benefit are linked to a broad range of effective programs that address their specific problems.</p> <p>The ideal graduated-sanctions system should provide five levels of sanctions (Howell, 1995; Wilson and Howell, 1993), first stepping offenders up from least to most restrictive sanctions, culminating in secure correctional confinement, then stepping them down to least restrictive options in an aftercare format:</p> <ol style="list-style-type: none"> <li>1.Immediate intervention with first-time delinquent offenders (misdemeanors and nonviolent felonies) and nonserious repeat offenders (examples include teen court, diversion, and regular probation).</li> <li>2.Intermediate sanctions for first-time serious or violent offenders and also chronic and serious/violent offenders (intensive probation supervision is a main example).</li> <li>3.Community confinement (secure and non-secure residential community-based programs are examples).</li> <li>4.Secure corrections for the most serious, violent, chronic offenders (e.g., training schools).</li> <li>5.Aftercare (consisting of a continuum of court-based step-down program options that culminate in discharge).</li> </ol> <p>These gradations—and the sublevels that can be crafted within them—form a continuum of sanction options that should be paralleled by a continuum of treatment options, to create an array of referral and disposition resources for law enforcement, juvenile and family courts, and juvenile corrections officials. The effectiveness of graduated sanctions when used in conjunction with treatment programs is demonstrated by research on juvenile offenders, nationwide program assessments, and a number of state and local program and policy studies (Howell, 2003a, 2003b: Juvenile Sanctions Center, 2002). Several examples are in this compendium, including the San Diego County Breaking Cycles Program, the San Diego Repeat Offender Prevention Program, the 8% Early Intervention Program, Intensive Probation Supervision (Cuyahoga County, Ohio) and the Gang Violence Reduction Program.</p> <p>As offenders' delinquent careers become progressively more serious and they are moved to more restrictive levels in a graduated-sanctions system, the rehabilitation programs linked with them must be more structured and intensive to deal effectively with the multiple treatment needs typical of offender careers. Multiple-problem youth—those experiencing a combination of mental health and school problems along with drug use, gang involvement, and personal victimization, in particular—are at greatest risk for continued and escalating offending.</p> <p>Four main “structured decision-making” tools are available for improving juvenile justice system programming in a graduated-sanctions framework: risk assessment, needs/strengths assessment, a disposition matrix for linking offenders with a continuum of sanctions and programs, and a protocol for evaluating programs against the most effective evaluated programs. These structured decision-making tools are available (Juvenile Sanctions Center, 2002) to assist juvenile justice system professionals in developing a continuum of graduated sanctions that can be linked with a continuum of treatment options, both components of which can be matched with considerable precision to offenders' recidivism risk level and treatment needs. However, effective programs must be used if the graduated-sanctions system and linked interventions can be expected to produce worthwhile positive outcomes.</p>
Gulf Coast Trade Center (GCTC)	Prevention	Founded in 1971, <b>Gulf Coast Trades Center</b> (GCTC) is a leader in education, training, and job placement for adjudicated youth from across Texas. A majority of the youth served at GCTC are

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		<p>referred by the Texas Youth Commission, following a period of confinement in juvenile training schools, as a consequence for parole violations or as a direct placement following delinquency adjudication. The remainder are referred from courts across Texas.</p> <p>The Raven School provides educational resources and the opportunity for youth to finish their high school education. GCTC provides a wide array of services and opportunities, including trades training, education via the GCTC charter school, job placement, life-skills training, comprehensive counseling, and aftercare. GCTC offers training in a variety of vocation skills. All students must complete 64 hours of training in career connections. Following their return to the community, youths are assigned a job developer who assists in locating employment for the youths. This resource is provided in every community across the state of Texas, depending on the area the youths are sent to after their time at GCTC.</p> <p>Independent living skills are taught on an entire campus dedicated to such training, called the Independent Skills Learning Environment (ISLE) Campus. This gives students the opportunity to live in a less structured environment to learn the basic skills necessary for independent living.</p> <p>Students transfer to the ISLE once they have achieved competencies at the main campus. In addition to life-skills training, students at the ISLE participate in paid work experience.</p> <p>Follow-up data on program clients indicates considerable success among clients in obtaining GEDs and securing employment in a chosen occupational field. The data also suggests that the GCTC vocational program may also reduce incarceration and criminal activity among clients served.</p>
<p align="center">Hardcore Gang Investigations Unit</p>	<p align="center">Suppression</p>	<p><b>Hardcore Gang Investigations Unit</b>, a prosecutorial gang suppression program, was created by the Los Angeles District Attorney’s Office in 1979 and is still operating today. It targets habitual gang offenders countywide and prosecutes them either in juvenile or criminal courts. Its predecessor unit, Operation Hardcore, was the first prosecution program to target serious and violent juvenile gang-related offenses. The Hardcore Gang Investigations Unit’s distinctive features include vertical prosecution (the prosecutor who files the case remains with it throughout the prosecution process), reduced caseloads, additional investigative support, and resources for assisting victims.</p> <p>An independent evaluation of Operation Hardcore showed that fewer dismissals, more convictions/adjudications (including more convictions/adjudications on the most serious charge), and a higher rate of state prison commitments/secure confinement dispositions were achieved for cases subject to the program than for cases undergoing the normal prosecutorial process. Selective targeting of the most violent offenders and vertical prosecution appeared to be key factors accounting for these outcomes.</p>
<p align="center">Homeboy Industries</p>	<p align="center">Intervention</p>	<p>In 2009, <b>Homeboy Industries</b> celebrated its twentieth anniversary as an organization in new headquarters located in downtown Los Angeles, California. It began with the Jobs for a Future program, an employment referral center that provides and seeks gainful employment for at-risk youth in the Boyle Heights community of Los Angeles. Homeboy Industries was established by Father Gregory Boyle, S.J., and has evolved into a model program of gang intervention services for inner-city youth, offering alternatives to gang violence in one of the toughest areas in the city. Homeboy’s businesses now include the Homeboy Bakery; Homeboy Silkscreen, which prints logos on apparel and provides embroidery services; Homeboy Maintenance, which provides landscaping and maintenance services; Homeboy Merchandise, which sells T-shirts, mugs, tote bags, and mouse pads with the Homeboy logo; and Homegirl Café, which provides a training ground dedicated to female clients in all aspects of the restaurant and service industry.</p>
<p align="center">House of Umoja</p>	<p align="center">Intervention</p>	<p>The <b>House of Umoja</b>, meaning “unity” in Swahili, began operating in Philadelphia, Pennsylvania, in 1968 as a unique grassroots program initiated by community residents David and Falaka Fattah. Using their own resources and their home as a base of operations, they created this family-centered community institution that has effectively mediated gang conflicts and has come to serve as a source of counsel and individual development for neighborhood gang and nongang youth. The target group is African-American, male, at-risk youths ages 15–18 who have suffered from abuse (physical, emotional, psychological), neglect, or lack of family support. The setting is a strip of 23 row houses in Philadelphia.</p> <p>House of Umoja stresses the importance of traditional cultural norms of the African-American community and instills African-American youths with the life skills necessary to halt self-destructive behavior that results in premature death. The family model provides a sense of belonging, identity, and self-worth that was previously sought by many young men through gang membership. Through “reparenting” (adults who act as parents, giving youth unconditional love, clear standards of behavior, and constant availability) and by providing role models, the House of Umoja has successfully transformed hundreds of frightened, frustrated, and alienated young minority males into self-assured, competent, concerned, and productive citizens. Among the program’s activities are individual and group counseling, educational support, cultural activities, parent education, and family planning skills. To build self-esteem and promote physical, cognitive, emotional, moral, social, and sexual development, the program’s activities are offered within the context of extended family as defined by the African culture. Involvement of family members and other significant persons in the treatment program is critical to the success of each individual. Although the House of Umoja provides direct social services to return youths to their families, some residents enter into independent living arrangements linked to appropriate community services.</p> <p>Eight characteristics are associated with the House of Umoja’s success:</p> <ul style="list-style-type: none"> <li>•A family-centered organization that acts as youth’s primary human support system and is based on a participatory model of decision making.</li> <li>•A process of socialization in which at-risk youth develop strong, healthy identities and may even earn the name Fattah, after the House of Umoja’s initiators.</li> <li>•The Adella, a mechanism for conflict resolution and problem solving that requires full participation of all members.</li> <li>•Individual learning to organize personal time and space.</li> <li>•An emphasis on the importance of work and a redefinition of the meaning of work associated with virtue.</li> </ul>

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		<ul style="list-style-type: none"> <li>•An emphasis on service to others.</li> <li>•A spiritual or ideological context expressed in common familial rituals.</li> <li>•Leadership training and development.</li> </ul>
Intensive Probation Supervision (IPS)	Intervention	<p>The <b>Intensive Probation Supervision (IPS)</b> framework, developed in Cuyahoga County, Ohio, is a well-structured system. The program uses a unit team approach to provide intensive supervision and treatment services for serious felony juvenile offenders. Each team consists of three surveillance officers, one senior probation counselor, and one probation manager. The senior probation counselor plays a critical role, providing administrative supervision of the team members and coordinating the services that the client receives. The services provided to each probationer are determined by a comprehensive needs assessment. An individual behavior contract sets expectations for each probationer, defines the responsibilities of all parties to the contract, and focuses the treatment interventions of team members. The program consists of three phases during which the intensity of supervision and surveillance decreases; the phases culminate in the formation of an aftercare support group and discharge.</p> <p>Phase 1 (3 to 4 months)</p> <ul style="list-style-type: none"> <li>•Probation agreement (behavior contract).</li> <li>•Three contacts at random by surveillance officer per week.</li> <li>•Biweekly counseling sessions by probation counselor.</li> <li>•Team assessment—probation officer, probation counselor, surveillance officer—using risk and needs assessment.</li> <li>•Service delivery that addresses treatment needs.</li> </ul> <p>Phase 2 (2 to 3 months)</p> <ul style="list-style-type: none"> <li>•Two contacts at random by surveillance officer per week.</li> <li>•Service delivery that addresses treatment needs; also increased parental responsibility.</li> </ul> <p>Phase 3 (1 to 2 months)</p> <ul style="list-style-type: none"> <li>•One contact at random by surveillance officer per week.</li> <li>•Complete formation of support group (parents and significant others).</li> <li>•Discharge.</li> </ul> <p>Most IPSs are designed to accomplish only one thing: an increase in public safety through the close surveillance of offenders. By itself, this does not appear to produce significant recidivism reductions; the Cuyahoga County IPS demonstrated that surveillance must be linked to a program continuum for optimal effectiveness. An evaluation of the Cuyahoga County Juvenile Court’s intensive probation supervision program found that it produced a large reduction in recidivism: 29 percent. Moreover, less than one-third of the serious felony offenders in the program were subsequently committed to the Ohio Department of Youth Services correctional system. These impressive results seem to be attributable to four key factors. First, the probation graduated-sanctions system was driven by an empirically validated risk assessment instrument that classified offenders according to their degree of risk for recidivism. Only high-risk offenders were admitted to the IPS program. Second, intensive services were delivered along with intensive supervision. Third, the program used a needs assessment instrument to identify priority treatment needs and to develop and implement treatment plans. Fourth, the senior probation counselor on each unit team played a critical role in ensuring that probation officers abided by the classification system in making placement decisions and handling IPS probationers in a manner consistent with the IPS program guidelines.</p>
Intensive Supervision Juvenile Probation Program	Intervention	<p>An <b>Intensive Supervision Juvenile Probation Program</b> in Peoria County, Illinois, targets juvenile offenders placed on probation for known gang-related behavior and/or substance abuse in its Anti-Gang and Drug Abuse Unit. The program consists of several essential elements for effective intensive supervision: probation, including small caseloads, frequent contacts with probationers, and distinct graduated-sanctions phases to structure movement through the program; substance abuse assessments; rehabilitation programs; and behavioral controls, such as electronic monitoring, curfews, home confinement, and random drug testing. Probation officers make frequent contacts with program participants, their families, schools, and treatment providers. Participants are seen in their homes, schools, and communities. The officers have the authority to impose immediate consequences when observing or substantiating any negative behaviors. Evaluation of the program demonstrated positive effects in that nearly 60 percent of the program participants were not charged with a new criminal offense and approximately 65 percent did not receive any technical violations while in the program. Unfortunately, a control group comparison was not made.</p>
Job Corps	Intervention	<p><b>Job Corps</b> is the nation’s largest and most comprehensive residential, education, and job training program for at-risk youth, ages 16 through 24. The program provides disadvantaged youths with the integrated academic, vocational, and social skills training they need to gain independence and secure high-quality, long-term jobs or further their education. Job Corps services are delivered in three stages: outreach and admissions, center operations, and placement. Center operations—the heart of the program—involve academic education, vocational training, residential living, health care, and a wide range of other services, including counseling, social skills training, health education, and recreation.</p>

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		<p>Job Corps participation significantly reduces arrest and conviction rates and time spent in jail. Twenty-three percent of program members were arrested during a 30-month period, compared with 28 percent of control group members, a statistically significant difference. Moreover, there were reductions in incarcerations resulting from a conviction. In addition, 90 percent of program participants increased their education and training (compared with 64 percent of the control group). Researchers reported “striking” positive effects for 16- and 17-year-old youths.</p>
<p align="center">Los Angeles Gang Reduction Plan (GRP)</p>	<p align="center">Comprehensive</p>	<p>The <b>Los Angeles Gang Reduction Program</b> (GRP) site is located in the Boyle Heights area, 3 miles east of downtown Los Angeles. This area is home to a large immigrant population made up mostly of residents from Mexico and Central America. Five major gangs inhabit the target area. A number of street-front, grassroots community organizations, health providers, churches, and youth centers are located in the neighborhood and have a history of involvement in gang prevention and intervention activities. Prevention activities focused on providing youth with alternatives and supports to prevent or resist gang involvement include:</p> <ul style="list-style-type: none"> <li>•After-school programs for elementary and middle school youth at high risk of gang membership.</li> <li>•Prenatal and infancy support for high-risk mothers to reduce risk factors related to gang involvement.</li> <li>•Intensive case management for youth and families residing in the target area, including mentoring for high-risk males ages 10–14.</li> <li>•Gang awareness training for schools, residents, local businesses, and parents.</li> </ul> <p>Intervention and reentry activities are primarily case-managed by a multidisciplinary team. Other intervention services for gang members in the Los Angeles plan include:</p> <ul style="list-style-type: none"> <li>•Individual and group counseling for behavior, substance abuse, and other needs.</li> <li>•Educational and vocational training.</li> <li>•Tattoo removal.</li> <li>•Anger management and conflict resolution.</li> </ul> <p>Suppression activities are conducted in the target area by the Los Angeles Police Department’s Community Law Enforcement and Recovery (CLEAR) Program. CLEAR involves targeted gang enforcement, prosecution, and community awareness.</p> <p>Overall, the Los Angeles Gang Reduction Program has achieved full and effective implementation. This is largely due to strong program leadership, along with active collaboration among partners and the contributions of other agency participants who were supportive of the goals of the GRP. Outcome measures used in Los Angeles included shots fired calls for service, vandalism calls, serious violence incidents known to the police, gang-related incidents, and serious gang-related incidents. Findings revealed that shots fired calls declined significantly post-implementation, as did violent gang crimes. The trends for all gang crimes were similar in the target area and the comparison area, although gang crimes decreased more in the target area after the implementation.</p>
<p align="center">Montreal Preventive Treatment Program</p>	<p align="center">Prevention</p>	<p>An excellent example of an early prevention program that has reduced gang involvement, even though it was not developed with this purpose. The <b>Montreal Preventive Treatment Program</b> was designed to prevent antisocial behavior of boys who display early problem behavior. It provides training for both parents and youth to decrease delinquency, substance use, and gang involvement. The intervention has been successfully implemented for white, Canadian-born males, ages 7–9, from low socioeconomic families, who were assessed as having high levels of disruptive behavior in kindergarten. The Preventive Treatment Program combines parent training with individual social skills training. Parents receive an average of 17 sessions that focus on monitoring their children’s behavior, giving positive reinforcement for prosocial behavior, using punishment effectively, and managing family crises. The boys receive 19 sessions aimed at improving prosocial skills and self-control. The training is implemented in small groups containing both disruptive and non-disruptive boys, and it utilizes coaching, peer modeling, self-instruction, reinforcement contingency, and role playing to build skills.</p> <p>Evaluations of the program have demonstrated both short- and long-term gains for youth receiving the intervention. At age 12, three years after the intervention:</p> <ul style="list-style-type: none"> <li>•Treated boys were less likely to report the following offenses: trespassing, taking objects worth less than \$10, taking objects worth more than \$10, and stealing bicycles.</li> <li>•Treated boys were rated by teachers as fighting less than untreated boys.</li> <li>•29 percent of the treated boys were rated as well-adjusted in school, compared to 19 percent of the untreated boys.</li> <li>•22 percent of the treated boys, compared to 44 percent of the untreated boys, displayed less serious difficulties in school.</li> <li>•23 point three percent of the treated boys, compared to 43 percent of the untreated boys, were held back in school or placed in special education classes.</li> </ul> <p>At age 15, those receiving the intervention were less likely than untreated boys to report:</p> <ul style="list-style-type: none"> <li>•Gang involvement.</li> <li>•Having been drunk or taken drugs in the past 12 months.</li> <li>•Committing delinquent acts (stealing, vandalism, drug use).</li> <li>•Having friends arrested by the police.</li> </ul>
<p align="center">Movimiento Ascendencia</p>	<p align="center">Prevention</p>	<p><b>Movimiento Ascendencia</b> (Upward Movement) was a promising Pueblo, Colorado, program for Mexican-American girls that operated in the early 1990s for the purposes of preventing them from joining gangs and reducing their gang involvement. Most of the girls served in this program were in need of prevention and intervention services. The average age for participants was 14; most of</p>

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		<p>them were gang-involved and had experienced contact with the juvenile justice system. Participants were recruited into the program mainly by youth workers; however, participation was voluntary.</p> <p>Project activities targeted the recruited youths and their families and centered around three main components: mediation or conflict resolution, social support, and cultural awareness. (continued)</p> <p>Activities were designed around three main components: cultural awareness, mediation or conflict resolution, and self-esteem or social support. Participation in any of the Movimiento Ascendencia activities was voluntary. The program included:</p> <ul style="list-style-type: none"> <li>•Mentoring—girls were matched with a female mentor with whom they spent at least two hours a week for nine months.</li> <li>•Organized sports and recreational activities—such as movies, pizza parties, and talent and fashion shows.</li> <li>•U-R-IT—tutoring and homework support was given by staff twice a week after school within the school. This component also included gender-specific life-skills training on topics such as self-esteem, pregnancy prevention, personal grooming, personal safety and self-defense, loss and grief, relationships and emotions, and career goals.</li> <li>•Cultural enhancement—attending cultural fairs, listening to speakers talk about different cultures, day trips into Denver or Colorado Springs.</li> <li>•Case management—an initial home visit and needs assessment was conducted when a girl first joined the program. She was referred to services in the community.</li> <li>•Parental involvement—parents transported children to activities and scheduling activities that included the family, such as an annual awards banquet.</li> <li>•Safe Haven—provided a safe place where girls could go within their communities.</li> </ul> <p>The program evaluation compared participants with a comparable control group. Program participants showed significant reductions on multiple measures of delinquency involvement. Program effects on school achievement were also statistically significant.</p>
<p align="center">Multi-dimensional Treatment Foster Care (MTFC)</p>	<p align="center">Intervention</p>	<p><b>Multidimensional Treatment Foster Care (MTFC)</b> is an alternative to group or residential treatment, incarceration, or hospitalization for adolescents who have problems with chronic antisocial behavior, emotional disturbance, and delinquency.</p> <p>Community families are recruited to provide MTFC-placed adolescents with treatment and intensive supervision at home, in school, and in the community. MTFC emphasizes clear and consistent limits with follow-through on consequences, positive reinforcement for appropriate behavior, a relationship with a mentoring adult, and separation from delinquent peers. The program targets teenagers with histories of chronic and severe criminal behavior at risk of incarceration. In MTFC, adolescents are placed, singly or in twos, in a family setting for six to nine months. Community families are recruited, trained, and supported to provide well-supervised placements and treatment. MTFC parents are part of the treatment team along with program staff. They are paid a monthly salary and a small stipend to cover expenses. The Core Components for Youth include daily structure and support; an individualized point system; a weekly individual treatment; consistent teaching-oriented, nonphysical discipline; and psychiatric consultation and medication management as needed. The Core Components for Families include weekly family treatment with a strong skills focus; instruction in behavior management methods; frequent home visits with on-call and crisis backup; an aftercare parent group; and access to 24-hour-a-day, 7-day-a-week on-call staff contact. The Core Components for Foster Parents include daily telephone calls; support and training; and 24-hour-a-day, 7-day-a-week on-call staff availability and crisis intervention.</p> <p>In MTFC, foster parents act as mentoring adults and are trained to provide home-based treatment that extends into the school and community. They are well-trained in the MTFC intervention approach and are closely supervised while they provide youngsters with cognitive-behavioral therapy—with intensive supervision, positive reinforcement for appropriate behavior, and disincentives for inappropriate behavior and association with delinquent peers. Other key objectives of the MTFC intervention approach are to encourage youth to develop academic skills and positive work habits, to encourage family members to improve communication skills, and to decrease conflict between family members. In the latest application of the model, MTFC is being used in work with adolescents who have developmental disabilities and histories of sexual problems.</p> <p>Evaluations of MTFC have demonstrated that program youth compared to control-group youth spent 60 percent fewer days incarcerated at 12-month follow-up; had significantly fewer subsequent arrests; ran away from their program, on average, three times less often; had significantly less hard-drug use; and had quicker community placement from more restrictive settings (e.g., hospital or detention). Results showed that youth spent significantly fewer days in lock-up during another 1- and 2-year follow-up study and significantly fewer youth were ever incarcerated following treatment. A significant relationship was found between the number of days in treatment and the number of days of subsequent incarceration for youth in the MTFC group.</p>
<p align="center">Multidisciplinary Team (MDT) Home Run Program</p>	<p align="center">Intervention</p>	<p>The <b>Multidisciplinary Team Home Run Program</b> consists of five teams located throughout San Bernardino County, California. Each team has a probation officer, a public health nurse, a licensed clinical therapist, a social services practitioner, volunteers, and others as dictated by client need. The teams implement a case management protocol in which high-risk juvenile probationers are diagnosed through the use of a risk assessment instrument that examines the juvenile’s social functioning, which includes factors such as crime at an early age, disrupted families, school failure, drug and alcohol abuse, and association with other delinquent youths. The team then provides direct service and service referrals relevant to each team member’s professional experience. Interventions include restitution, community services, counseling, and group therapy.</p> <p>The treatment plan is developed by concentrating on specific problems, possible solutions, strengths of the juvenile and the family, and goals to be met during the treatment phase. The program targets first-time offenders 17 or younger who are at risk for becoming involved in serious crime, including gang activity. The treatment framework is a wraparound or case management modality that is designed to holistically diagnose a juvenile’s problems and then provide intensive treatment to the juvenile and his or her family.</p>

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		<p>Research on the MDT Home Run Program is based on a larger study that randomly designated juveniles into a treatment group or a control group. The purpose of this study was to compare the outcomes of gang-affiliated juveniles and nongang juveniles who both participated in the MDT Home Run Program. The sample included 145 juveniles identified as gang members and 137 nongang members. More than 70 percent of the juveniles in the gang member group were Hispanic. Nearly half of the juveniles in the nongang group were white. The data was (continued) collected from various sources: interviews with the juvenile, interviews with family members, the San Bernardino County Probation Department, and school officials. Six months after participating in the MDT Home Run Program, regardless of involvement in or identification with gang activities, the participating juveniles had benefited from the program. Gang and nongang members both revealed significant improvements in such school factors as increased grade-point average, lower number of classes missed, and reduced number of suspensions. Both groups also reported improvements in family functioning and decreases in alcohol and substance abuse (even though juveniles in the gang group reported more problems than the nongang at both the pretest and posttest). Finally, improvements were observed in subsequent delinquent activity for both gang and nongang members.</p>
Multi-Systemic Therapy (MST)	Intervention	<p><b>Multisystemic Therapy (MST)</b> is a family-oriented, home-based program that targets chronically violent, substance-abusing juvenile offenders 12 to 17 years old. It uses methods that promote positive social behavior and decrease antisocial behavior, including substance use, to change how youth function in their natural settings (e.g., home, school, and neighborhood). The primary goals of MST are to:</p> <ul style="list-style-type: none"> <li>•Reduce youth criminal activity.</li> <li>•Reduce antisocial behavior, including substance abuse.</li> <li>•Achieve these outcomes at a cost savings by decreasing incarceration and out-of-home placement rates.</li> </ul> <p>Based on the philosophy that the most effective and ethical route to help youth is through helping their families, MST views parents or guardians as valuable resources, even when they have serious and multiple needs of their own. A “multisystemic” approach, however, views these youths as involved in a network of interconnected systems that encompass individual, family, and extra-familial (e.g., peer, school, and neighborhood) factors and recognizes that it is often necessary to intervene in more than one of these systems. MST addresses these factors in an individualized, comprehensive, and integrated manner. MST has been demonstrated to be an effective treatment for multiple problems of serious and violent juvenile offenders in different settings. It also has proved to be cost-beneficial.</p>
Olweus Bullying Prevention Program	Prevention	<p><b>Bullying Prevention</b> is a multilevel, multicomponent, school-based program designed to prevent or reduce bullying in elementary, middle, and junior high schools (students 6 to 15 years). The program attempts to restructure the existing school environment to reduce opportunities and rewards for bullying. School staff is largely responsible for introducing and implementing the program. Their efforts are directed toward improving peer relations and making the school a safe and positive place for students to learn and develop.</p> <p>Core components of the program are implemented at the school level, the class level, and the individual level:</p> <ul style="list-style-type: none"> <li>•School wide components include the administration of an anonymous questionnaire to assess the nature and prevalence of bullying at each school, a school conference day to discuss bullying at school and plan interventions, formation of a Bullying Prevention Coordinating Committee to coordinate all aspects of a school’s program, and increased supervision of students at “hot spots” for bullying.</li> <li>•Classroom components include the establishment and enforcement of class rules against bullying and holding regular class meetings with students.</li> <li>•Individual components include interventions with children identified as bullies and victims and discussions with parents of involved students. Teachers may be assisted in these efforts by counselors and school-based mental health professionals.</li> </ul> <p>The Bullying Prevention Program has been shown to result in:</p> <ul style="list-style-type: none"> <li>•A substantial reduction in boys’ and girls’ reports of bullying and victimization.</li> <li>•A significant reduction in students’ reports of general antisocial behavior, such as vandalism, fighting, theft, and truancy.</li> <li>•Significant improvements in the “social climate” of the class, as reflected in students’ reports of improved order and discipline, more positive social relationships, and a more positive attitude toward schoolwork and school.</li> </ul>
Operation Ceasefire in LA	Suppression	<p><b>Operation Ceasefire in Los Angeles</b>, modeled after Boston’s Operation Ceasefire, was implemented in the Hollenbeck area, home to 29 criminally active street gangs among which a dense network of rivalries was ongoing. Like Boston, Los Angeles set a manageable and measurable objective, focusing on the specific problem of gun violence. Working on a small scale and selecting a defined locale offered two benefits: it gave project participants the opportunity to pinpoint the more immediate causes of youth violence and identify the actors and it cultivated close collaboration with the community.</p> <p>A “working group,” also adopted from Boston, was a key element in the process of developing the strategic plan. Researchers—led by an experienced gang researcher, Dr. George Tita—served as conveners/facilitators, analyzing crime data and other information. Six people attended the first prospective working group meeting for the project in early 1999: two from the research organization (RAND), three from the Los Angeles Police Department, and one from the Los Angeles County Probation Department. After discussing the merits and goals of the project, these six participants identified other individuals and agencies as partners for the project. It later included community-based and faith-based organizations and institutions. The working group identified the locale where</p>

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		<p>an intervention would have a likely impact, and they decided what to do with the results of the researchers' analyses. The key decision was collectively made to target the southern part of Hollenbeck—the Boyle Heights neighborhood, which is largely Latino and where most intense gang rivalries played out. Again, as in Boston, Los Angeles adopted a menu of “sticks” and “carrots.” Sticks were a range of sanctions or “levers” used to encourage gang members to desist from violence (continued) by “retailing” the message to gang members that (a) all of them would be held accountable for violence committed by any one of them and that (b) violent crime would have consequences. Services were offered as an alternative incentive to turn away from crime. Carrots, which were the prevention component of alternative services, included job training and development, substance abuse treatment, and tattoo removal. These were offered to targeted offenders through or by police and probation officers and various other city agencies. The law enforcement levers were pulled largely in the parts of Boyle Heights where two very violent gangs were most active. This meant that the intervention was directed at the gangs the community was most concerned about, although the specific operational target was gun violence. The urgency of moving project “sticks” into implementation (because of escalating gang violence) thwarted the project’s coordination and provision of programs and services; however, other services were provided in the target area by a number of community-based organizations, including Homeboy Industries/Jobs for a Future, a local job referral/training center. The research team sought to determine whether the intervention reduced three categories of offenses—violent crime, gang crime, and gun crime—and whether it did so both during the time the intervention was taking place—the suppression phase—and during the months following—the deterrence phase. Although the findings were mixed, importantly, in Boyle Heights, overall violent crime fell significantly during the suppression phase, and the decline was even stronger in the following months—the deterrence phase (37 percent overall, compared with 24 percent in the rest of Boyle Heights). Gang crime also fell in Boyle Heights during the suppression phase, although it began to rise during the deterrence phase. Gun crime, however, did not decline. The researchers concluded that the collaborative effort of the working group was probably the most important factor in the program successes. Using data analysis led by the researchers and relying on collaboration from many public and private agencies, the group developed a well-designed intervention. Importantly, the experiment demonstrated that police, prosecutors, probation officers, and community agencies could effectively work together.</p>
Operation Cul-de-Sac	Suppression	<p>Based on the theory of situational crime prevention which is premised on belief that crime is an act of opportunity and preventing opportunities will prevent crime. <b>Operation Cul-de-Sac</b> (OCDS) was designed to address gang violence (drive-by shootings, assault, homicide) in high crime areas of LA through the installation of traffic barriers to block access to certain streets by cars. Hot spots were identified based on data generated by LAPD on gang violence and homicides. The main intervention comprised street closures, although in the 1st year, this was combined with more intensive levels of street policing. OCDS was one of the first programs in the country to use street closures for crime control. Community police projects were also implemented in the 1st year. Study by Lasley (1996) found significant reductions in both homicide and assault during the 2 year program period. Crime levels went back up after the program's completion. At the time of installation, the cost of permanent traffic barriers was relatively low (\$100 for concrete barriers; up to \$2,000 for more elaborate gates). In 1990, the total cost for the construction of each gate, which included labor and materials, ranged from \$1,500 to \$2,000.</p>
Operation New Hope	Intervention	<p>The <b>Operation New Hope</b> program in San Bernardino and Riverside Counties, California, is an aftercare treatment program for youthful offenders released from the California Youth Authority. The reintegration approach is based on six principles of programmatic action that address risk and protective factors for delinquency and gang involvement:</p> <ul style="list-style-type: none"> <li>•Improve the basic socialization skills necessary for successful reintegration into the community.</li> <li>•Significantly reduce criminal activity in terms of amount and seriousness.</li> <li>•Alleviate the need for or dependence on alcohol or illicit drugs.</li> <li>•Improve overall lifestyle choices (i.e., social, education, job training, and employment).</li> <li>•Reduce the individual’s need for gang participation and affiliation as a support mechanism.</li> <li>•Reduce the high rate of short-term parole revocations.</li> </ul> <p>The treatment regimen consists of 13 counseling modules, each of which represents a three-hour program of lecture and group discussion. Participants are exposed to a series of lifestyle choices designed to restore self-control of their lives and initiate a positive decision-making process geared toward success. An outcome study showed considerable program success. Individuals assigned to the control group were about twice as likely as experimental group members to have been arrested and to have abused drugs and/or alcohol frequently since release. In addition, only 8 percent of the Operation New Hope youths associated frequently with former gang associates, versus 27 percent of the control group members.</p>
Operation Peacekeeper	Intervention	<p><b>Operation Peacekeeper</b> is a community and problem-oriented policing program implemented to address gun violence among youth gang members in Stockton, CA. Goal is to reduce gang involvement among 10-18 y/o youth and using the 'pulling levers' deterrence strategy to decrease gun-related violence among gang-involved youths. Modeled after Ceasefire Boston and relies on Youth Outreach Workers to help youth find alternatives and depends on community mobilization. Braga (2008) found the monthly count of gun homicides decreased by 35% during the time Operation Peacekeeper was in place.</p>
Philadelphia Youth Violence	Intervention	<p>Philadelphia youth-service agencies and criminal justice agencies launched in 1999 a violence intervention team approach known as the <b>Youth Violence Reduction Partnership</b> (YVRP). The</p>

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Reduction Partnership (YVRP)		<p>report <i>Alive at 25: Reducing Youth Violence Through Monitoring and Support</i> (McClanahan, 2004) documents the partnership’s approach to steering youth, ages 14 to 24 years old and at greatest risk of killing or being killed, toward productive lives. The targeted youths typically were members of local drug gangs and had multiple risk factors in their lives, and more than two-thirds had been incarcerated at some point. They are more likely to have (1) siblings who entered the juvenile justice system first, (2) an arrest record for a drug offense, (3) an arrest record (continued) for a gun charge, and (4) a history of incarceration. The program operates in the most violent police districts.</p> <p>The YVRP infrastructure consists of three components: (1) the Operations Committee, composed of first-level agency supervisors, which seeks to ensure that program participants actually receive the contact, support, and expedited punishment that the YVRP model promises; (2) the Management Committee, composed of midlevel agency supervisors, which ensures that resources are available for frontline staff, principally through monthly meetings; and (3) the Steering Committee, composed of senior-level executives from the participating agencies, which meets every six to eight weeks to establish general directions for YVRP and to resolve differences among agencies.</p> <p>The YVRP attempts to keep program participants “alive at 25” using two key strategies (1) steering them away from violence through close and constant supervision and (2) providing them with the necessary supports and such services as schooling, jobs, drug treatment, and counseling services (which might also be provided for participants’ parents) to set them on a path to productive adulthood through relationships with responsible, helpful adults. These strategies are implemented by an Intervention Team consisting of probation officers, police, and mentors. Probation officers travel with police officers to make sure the probation officers are safe when they meet with these high-risk youths in their homes or in the community. Police accompany probation officers on home visits and also engage in community policing. The police and the probation officers both check drug corners to make sure the participants in the program are not returning to their old drug gangs. When participants break rules, probation officers can initiate an “expedited punishment” process with swift and certain consequences.</p> <p>Another critical link in this effort to keep the high-risk participants in the program safe is the street workers, or mentors. These outreach staff are typically in their 20s or early 30s and usually grew up in the same police district. Many have credibility with the youths because they themselves have struggled with neighborhood gangs, drugs, crime, and violence. The street workers link participants with community resources, either directly or through a referral network. The street mentors attempt to meet with each youth in the program at least 24 times each month. The probation officers not only have formal meetings with each of the youths every week, but they try to see these youths three more times a week at their homes or out in the community.</p> <p>An evaluation examined ten years of youth homicide data in the two targeted police districts. The number of youth homicides per month dropped more than seen in citywide data after the program was implemented. The researcher (McClanahan, 2004) argues that it is unlikely that other crime prevention programs under way citywide or other possible explanations such as unemployment trends could account for the much greater decline in youth homicides in these two districts.</p>
Phoenix-New Freedom Curriculum	Prevention / Intervention	<p>Built on a proven motivational enhancement (MET) and cognitive behavioral (CBT) model, <b>The Phoenix-New Freedom Curriculum</b> reduces resistance, builds student participation, and guides the process of change. Problem solving skills and coping skills for avoidance, escape, refusal, or resistance follow a proven social learning model, with the critical goal of increasing individual self-efficacy. The Phoenix Curriculum is designed for elementary, middle school and high school students (materials available for Grades 4-10). Detailed lesson plans and classroom support materials are included, and the curriculum is linked to state core competency standards. Additional curriculum elements include elementary school, middle school, high school, and alternative school classroom- and counseling-based curricula, designed for the higher risk students. The Phoenix Curriculum provides gang prevention and gang intervention resources in two ways:</p> <ul style="list-style-type: none"> <li>• a core evidence-based gang prevention program, The Phoenix Curriculum includes elements specifically designed for elementary school, middle school, high school, and alternative school students. It inoculates students against the highest risk factors for gang involvement. It also links students to the most available protective factors and assets.</li> <li>• a gang intervention curriculum, a comprehensive set of nearly 100 different resources, designed for intervention with higher risk students in middle schools, high schools, and alternative schools.</li> </ul> <p>Phoenix/New Freedom materials are solidly based on strategies that are absolutely top-tier and have been proven effective in countless studies featuring rigorous experimental designs:</p> <ul style="list-style-type: none"> <li>-- Cognitive-Behavioral Therapy</li> <li>-- Skill-Building for aggression replacement (juvenile correction and adult correction models available)</li> <li>-- Role-Playing (behavior rehearsal)</li> <li>-- Motivational Interviewing (MI)</li> </ul>
Police Activities League's One Stop Youth Center	Prevention	<p>The Richmond, California, <b>Police Activities League’s One-Stop Youth Center</b> addresses gang involvement and general delinquency involvement. It was funded under an award from the California Youth Authorities Juvenile and Gang Violence Prevention, Detention, and Public Protection Act of 1998. The One-Stop Youth Center houses educational, recreational, social, and athletic programs for youth ages 6–21. Among other functions, it provides a positive alternative to unstructured after-school activity. This is but one of many examples of youth programs provided by police departments across the country through the National Association of Police Activities Leagues.</p>
Problem-Oriented Policing	Suppression	<p><b>Problem-oriented policing</b> involves two distinctive features: (1) analyzing crime data and using that information in designing strategies and tactics and (2) engaging community representatives and others in the analysis and planning process. For example, problem-oriented strategies that identify gun crime hot spots and incorporate increased patrol and street searches of suspicious individuals show the most promise (Braga, 2004). The short-term success of “offender-oriented” or “pulling levers” deterrence strategies used to target high-rate, violent offenders has been</p>

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		demonstrated in several sites. Pioneered in the Boston Gun Project (also called Operation Ceasefire; see separate description in this compendium), this strategy specifically and effectively targeted gang members in Boston and in Stockton, California (Braga, 2004). Problem-oriented policing has been used widely in targeting group-involved violence generally in addition to gangs themselves (Braga, Kennedy, and Tita, 2002).
Project Safe Neighborhoods (PSN)	Comprehensive	<p>Project Safe Neighborhood (PSN) is a nationwide program aimed at reducing gun violence in the United States and built upon the foundations of previously-existing gun crime reduction efforts such as the Clinton-era Strategic Approaches to Community Safety Initiative (SACSI), Richmond's Project Exile, and the Boston Ceasefire program, which determined that successful gun crime reduction initiatives had three common elements: they were comprehensive, coordinated and community-based. It is on these three fundamental principles that PSN is based. More specifically:</p> <p>Comprehensive – While enforcement is a necessary and important aspect of crime reduction programs, the most successful initiatives marry enforcement with prevention and deterrence efforts.</p> <p>Coordinated – Programs that ensure coordination between the enforcement, deterrence and prevention efforts are more likely to succeed than those that do not.</p> <p>Community-based – Gun crime is local, and the resources available to address it vary from district to district. Accordingly, any national gun crime reduction program must remain sufficiently flexible for jurisdictions to implement it in a way that both responds to the specific problem in that area, and accounts for the particular local capacities and resources that can be dedicated to it.</p> <p>Each United States Attorney implements a local gun crime reduction effort that contained each of the following five elements: partnerships, strategic planning, training, outreach, and accountability. The partnership element requires that the local U.S. Attorney create workable and sustainable partnerships with other federal, state, and local law enforcement; prosecutors; and the community. Strategic problem-solving involves the use of data and research to isolate the key factors driving gun crime at the local level, suggest intervention strategies, and provide feedback and evaluation to the task force. The outreach component incorporates communication strategies geared at both offenders ("focused deterrence") and the community ("general deterrence"). The training element underscores the importance of ensuring that each person involved in the gun crime reduction effort—from the line police officer to the prosecutor to the community outreach worker—has the skills necessary to be most effective. Finally, the accountability element ensures that the task force regularly receives feedback about the impact of its interventions so that adjustments can be made if necessary. In 2006, in response to the growing problem of violent gangs across the country, the Department expanded Project Safe Neighborhoods to include a focus on gangs and gang violence. The goal is to use strategies and partnerships with state and local law enforcement and communities pioneered under PSN to shut down violent gangs in America. As a result, although PSN remains "America's Network Against Gun Violence," each federal judicial district has incorporated anti-gang efforts into its PSN program.</p> <p>An NIJ-funded evaluation of the effectiveness of this major multiyear, multiagency crime prevention initiative found:</p> <ul style="list-style-type: none"> <li>•Reduced violent crime overall in PSN cities; reductions were greater in cities with a high-level of federal prosecution.</li> <li>•A decline in gun-related violence in nine PSN cities that were studied in depth.</li> <li>•Key factors for success included United States Attorney's Offices leadership, cross agency buy-in and the flexibility of the program to adjust to the realities of individual jurisdictions.</li> </ul>
REAL (Real Experiences About Life) Curriculum	Intervention	<b>REAL</b> Curriculum piloted at two NC YDCs, which is in the process of being integrated with the existing Model of Care, address youth risk factors and support good behaviors. REAL curriculum focuses on therapeutic interaction with youth using Cognitive Behavioral techniques and Motivational Interviewing as key concepts. Reports show that youth within the YDC exposed to the REAL curriculum along with NC DJJDP's Gang Prevention & Intervention program indicated their attitudes were less positive towards gangs upon release and rated a higher sense of self-efficacy. As the youth advanced through the curriculum's modules, their readiness to change became stronger & their confidence that they could change became stronger.
RECLAIM Ohio (Reasoned & Equitable Community & Local Alternatives to Incarceration of Minors)	Intervention	Ohio has also developed an effective system of community-based alternatives to incarceration for juvenile offenders, called <b>RECLAIM Ohio</b> (Reasoned and Equitable Community and Local Alternatives to the Incarceration of Minors). In 1991, Ohio's juvenile facilities were operating at 150 percent of capacity. State officials saw a way of meeting the twin needs of protecting the public by incarcerating serious and violent juvenile offenders and reducing institutional populations. Recognizing the overcrowded conditions in the state's juvenile correctional facilities, Ohio officials developed the RECLAIM Ohio program. The program provides financial incentives for local courts to keep most of the less serious juvenile offenders in the community for treatment. Each county receives a monthly allocation of funds based on the number of juvenile felony adjudications. Judges can use that money to purchase long-term confinement from the Department of Youth Services or to develop, expand, or purchase community-based alternatives locally. Judges can incarcerate serious, violent offenders free of charge (for murder, aggravated murder, and rape). In a single year, counties were able to keep more than \$18 million from RECLAIM to serve more than 8,600 delinquent youths in local programs. A pilot study in Ohio counties found that the program achieved its objective of decreasing admissions to juvenile reformatories for less serious offenses and increasing admissions for more serious felony offenses. Nearly all of the pilot counties increased the number of community-based services offered. A subsequent evaluation of the new local programs designed by juvenile court judges, called "community correctional facilities," found most of them to be effective.
Responding in Peaceful & Positive Ways (RiPP)	Prevention	<p><b>Responding in Peaceful and Positive Ways (RiPP)</b> is a school-based violence prevention program designed to provide students ages 10–14 in middle and junior high schools with conflict resolution strategies and skills. It combines a classroom curriculum of social/cognitive problem solving with real-life skill-building opportunities such as peer mediation. Students learn to apply critical-thinking skills and personal management strategies to personal health and well-being issues. Delivered over three years, RiPP teaches key concepts that include:</p> <ul style="list-style-type: none"> <li>•The importance of significant friends or adult mentors.</li> <li>•The relationship between self-image and gang-related behaviors.</li> </ul>

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		<p>•The effects of environmental influences on personal health.</p> <p>Using a variety of lessons and activities, students learn about the physical and mental development that occurs during adolescence, analyze the consequences of personal choices on health and well-being, learn that they have nonviolent options when conflicts arise, and evaluate the benefits of being a positive family and community role model. In a within-school evaluation (continued) of RiPP, compared with control students, RiPP-6 students at posttest were significantly less likely to have disciplinary code violations for carrying weapons, were less likely to have in-school suspensions, had lower reported rates of fight-related injuries, and were more likely to participate in their school’s peer-mediation program. RiPP-7 participants showed a significant increase in their knowledge of curriculum material and a trend for greater decreases in anxiety. At 6-month follow-up, RiPP-7 students reported lower rates of peer pressure to use drugs and showed a significant increase in prosocial responses to hypothetical problem situations. In another study, compared with students at control schools, students at intervention schools reported more favorable attitudes toward nonviolence, less favorable attitudes toward violence, and greater knowledge of the material covered in the intervention. Significant differences on the frequency of aggression were found at posttest. An evaluation of RiPP-8 is currently under way.</p>
<p align="center">Richmond, CA Comprehensive Homicide Initiative</p>	<p align="center">Suppression</p>	<p>The <b>Richmond, California, Comprehensive Homicide Initiative</b> combines place-oriented and offender-oriented responses to an epidemic of gun homicides in the city. Place-oriented strategies include towing potential getaway cars in areas with high numbers of drive-by shootings, enforcing building codes at drug nuisance locations, and assigning officers to particular schools. Offender-oriented strategies include intensive investigations, apprehensions of violent fugitives, and immediate responses to gang violence to prevent retaliation. The initiative departs from the traditional police definition of homicide as a unique offense in which the appropriate police role is largely limited to after-the-fact investigation, instead recognizing that homicide prevention is a critical police responsibility that can best be accomplished by identifying the paths that frequently lead to homicide and closing them by intervening early. With this new definition in mind, the initiative members developed a plan concentrated on specific problem areas, including targeting domestic violence; enhancing investigative capabilities; intervening in the lives of at-risk youths; and targeting outdoor-, gun-, drug-, and gang-related violence.</p> <p>Provision of prevention and intervention programs is a unique feature of the initiative. Programs targeting at-risk youth include an Adopt-a-School Program, a Police Activities League (PAL) Computer Center, and a Truant Recovery Program. Domestic violence is also addressed through the provision of safety and support alternatives for battered women. An evaluation showed that the Comprehensive Homicide Initiative significantly reduced homicides in the city, particularly those involving guns. However, the impact on gang crime was mixed.</p>
<p align="center">Richmond, VA Gang Reduction Plan (GRIP)</p>	<p align="center">Comprehensive</p>	<p>The <b>Richmond Gang Reduction and Intervention Program (GRIP)</b> target area consists of two police reporting sectors in south Richmond, Virginia. The target area is a suburban-type community of single-family homes and apartments. The area is transitioning from a middle-class to a working-class population, with an increase in Hispanic residents. Traditional “homegrown” African-American gangs are the most prevalent gang presence in terms of membership and criminal activity. GRIP has four program components.</p> <p>Prevention activities are aimed at the broad population of families and youth who are at risk of becoming involved in gang and delinquent activity.</p> <p>Intervention activities are supported by a multidisciplinary intervention team that conducts case-management activities, including street outreach to support gang-involved youth, with the goal of providing an alternative to gang membership. Activities with individual youths are targeted toward that goal and tracked via case-management software.</p> <p>Suppression activities include directed police patrols, community policing, community awareness, supporting increased law enforcement intelligence sharing, establishing a multiagency law enforcement and prosecution response to target gang leaders, increasing the number of school resource officers in target area schools, and expanding neighborhood watch teams in partnership with the Richmond Police Department and community members.</p> <p>Reentry activities are closely tied to the multidisciplinary intervention team and include self-sufficiency skill training and job training and placement. Support services—such as food, transportation, and other services—are available.</p> <p>Program evaluators observed that the Richmond Gang Reduction and Intervention Program could have benefited from additional time to refine its strategic planning goals and objectives. GRIP also encountered obstacles with respect to a time-consuming subcontract procurement process, which was important because the program sought to fund as many partners and bring as many organizations into the collaboration as possible. However, implementation ultimately proved relatively consistent with OJJDP’s comprehensive Gang Reduction Program model.</p> <p>Crime outcomes were measured using police data on four different measures: serious violence, gang-related incidents, gang-related violent incidents, and drug incidents. Serious violent incidents, gang incidents, and serious violent gang crime all declined sharply following implementation of GRIP, while trends in the comparison area were relatively flat during the same period. In contrast, drug-related incidents increased in the target area and declined in the comparison area, contrary to the evaluation hypotheses.</p>
<p align="center">Safe Schools Unit</p>	<p align="center">Prevention</p>	<p>The <b>Safe Schools Unit</b> of the San Diego County, California, Office of Education operates a comprehensive school safety program in which gang problems are a major priority. The school safety activities extend beyond school security and address staff training and development needs associated with gang-related problems and the prevention of them, mainly through a Violence Prevention/Intervention (VPI) team. Direct services include prescriptive pull-out services on gang prevention and intervention and youth violence prevention and intervention. The VPI team operates a Rapid Response Unit that will assist any school during a crisis situation. Schools are assisted in the development of comprehensive safety plans. In addition to school safety policies, procedures, and crisis response protocols, these plans include providing gang and violence training for teachers, students, and parents. This comprehensive approach—along with many other factors, including funding for after-school programs, conflict resolution, and other prevention efforts—and a history of multiagency partnerships has kept San Diego schools relatively safe.</p>

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		Reported crimes in county schools are significantly lower than the statewide averages for crimes against persons categories.
San Diego County Breaking Cycles	Intervention	<p>The <b>San Diego County Breaking Cycles</b> program consists of two main components: prevention and graduated sanctions. The prevention component targets youths who have not yet entered the juvenile justice system but evidence problem behaviors (chronic disobedience to parents, curfew violations, repeated truancy, running away from home, drug and alcohol use, and other behavior problems). Five strategically located Community Assessment Teams (CATs) provide referrals and services to at-risk youths and their families throughout the county. Youths at risk of referral to the juvenile justice system are referred to the CATs. For each such youth, a team composed of a coordinator, probation officers, case managers, and other experts conducts a comprehensive youth and family assessment. The results of this assessment guide the development of either a case management plan (for a long-term client) or referral to community agencies (for a short-term client). Youths in the second target group—those in juvenile court for delinquency involvement—access the graduated-sanctions component of Breaking Cycles only through a valid juvenile court placement decision. A Breaking Cycles case plan is developed for each youth. The case plan is family-centered and strengths-based and is designed to promote accountability, rehabilitation, and community protection. Most of the youths in this program begin their rehabilitative process in a highly structured institutional setting and are stepped down to lower levels of program structure and supervision (i.e., community-based programs and home placement) as reassessments are made. Youths may also be stepped up from initial less restrictive placements or after having been stepped down to lower level—again, depending on reassessment results. Wraparound services were effective. Wraparound is a strengths-based, family-centered approach that seeks a balance between formal services and natural supports that continue to support the family when formal services are no longer needed. Wraparound provided the probation officer with flexibility and innovation to assist youth and families. Service plans were designed to meet the individual needs rather than match the youth to a menu of pre-established services.</p> <p>The reentry programming of Breaking Cycles is embedded in the graduated-sanctions component of the program. Youths are assigned for variable lengths of program participation—90, 150, 240, or 365 days—depending on risk severity and treatment needs. The following continuum of placement options is used under the umbrella of “commitment programming,” with case management provided by juvenile court staff:</p> <ul style="list-style-type: none"> <li>•Institutional placement (e.g., secure custody in a juvenile ranch facility for boys or a girls’ rehabilitation facility)</li> <li>•Community-based placement (e.g., day treatment in the Reflections Program)</li> <li>•Home placement (e.g., intensive, in-home services)</li> </ul> <p>Each of these intervention levels is linked with community programs and resources that are needed to carry out the comprehensive treatment plan through a multidisciplinary team approach composed of probation department staff, alcohol and drug specialists, mental health practitioners, and youth and family counselors in the Repeat Offender Prevention Program (ROPP) (see separate description in this compendium). Providing aftercare services in court-based programs is a cost-effective alternative to the creation of a parallel set of programs for reentry services. The Family and Community Team OutReach (FACTOR) Center was also effective.</p> <p>An evaluation of the Breaking Cycles program found that the graduated-sanctions component was effective in keeping offenders from progressing to more serious delinquency. The system of graduated sanctions effectively gave probation officers referral (from home placement to confinement) and custody time options, enabling them to hold offenders accountable. Regardless of commitment length, youths in the Breaking Cycles program were less likely than control group youths either to have court referrals for felony offenses or to be adjudicated for felony offenses during the 18-month follow-up period. Breaking Cycles youths also were less likely to be committed to long-term state correctional facilities. Moreover, at follow-up, Breaking Cycles youths were more likely to be enrolled in school and less likely to be using alcohol or drugs.</p>
San Diego Repeat Offender Prevention Program (ROPP)	Intervention	<p>The <b>San Diego Repeat Offender Prevention Program (ROPP)</b> is a key component of the San Diego Breaking Cycles program (see separate description in this compendium). ROPP is an intensive probation supervision and treatment program that targets youth at high risk of becoming serious chronic offenders. The main target area is four Zip codes in the inner-city area of San Diego, which was subsequently expanded to encompass 15 communities. Following a comprehensive assessment of the child and family treatment needs, a case management plan is developed that includes:</p> <ul style="list-style-type: none"> <li>•Family preservation/support services (financial assistance, living skills, emergency food/clothing, etc.)</li> <li>•Community safety measures (intensive supervision, day treatment, drug and alcohol testing, confinement, etc.)</li> <li>•Accountability measures (sanctions)</li> <li>•Competence-building services (social skills, problem solving, academic instruction, mental health services, anger management, etc.)</li> <li>•Support services (Boy and Girl Scouts; individual, group, and family counseling; parent education/training; gang counseling; etc.)</li> </ul> <p>Serious offenders who are gang-involved are transferred to the Gang Suppression Unit (GSU), which provides intrusive supervision for documented gang members with an emphasis on a high level of community control through proactive enforcement of conditions of probation, using searches, drug tests, and law enforcement surveillance. Aftercare services provided by community agencies and through natural family supports are gradually phased in for all clients as program completion approaches, by linking community and family services into the case management plan.</p>

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		<p>Employing a “wraparound” approach to service delivery (a strengths-based, family-centered approach that seeks a balance between formal services and natural supports that continue to support the family when formal services are no longer needed) helps create an environment in which clients are less dependent upon ROPP so that the transition away from ROPP is made easier. ROPP services are provided through a multidisciplinary team consisting of a probation officer, a protective services worker (i.e., a social worker), a community family monitor (i.e., correctional deputy probation officer), a drug and alcohol specialist, a student worker, and a community family monitor. The team members are available by pager 24 hours a day, 7 days a week. A supervising probation officer supervises the teams. (There currently are four teams with 25 cases each.) Teams meet frequently, as a function of need. In addition, graduated sanctions are accessed for ROPP youth through the Breaking Cycles program. The use of graduated sanctions is viewed by staff as a valuable tool for holding ROPP clients accountable for their actions and moving them away from a delinquent lifestyle.</p> <p>Team members are housed in a Family and Community Team OutReach (FACTOR) Center, through which a broad spectrum of services is now provided in a single location in the central city area of San Diego, which is accessible by public transportation. A number of services are provided for ROPP juveniles and their families on-site, serving as a one-stop center. In addition, youth and families are frequently referred to outside agencies that offer such services as after-school activities, domestic violence counseling, drug counseling, job training, employment, and gang counseling, among others (41 percent of the ROPP clients were involved in gang activity).</p> <p>The researchers identified the best practices used in the ROPP program:</p> <ul style="list-style-type: none"> <li>•Maintaining a small client-to-staff ratio.</li> <li>•Using the wraparound approach.</li> <li>•Implementing centrally located services.</li> <li>•Using graduated sanctions and immediate responses.</li> <li>•Providing intensive alcohol and drug-related treatment services.</li> <li>•Having an on-site court school.</li> </ul> <p>The researchers also made best practices recommendations to other localities that attempt to replicate the ROPP program:</p> <ul style="list-style-type: none"> <li>•Use a collaborative approach.</li> <li>•Maintain a caseload of 15 to 20 youths.</li> <li>•Provide centrally located comprehensive services.</li> <li>•Provide ongoing staff training.</li> <li>•Reduce staff turnover.</li> <li>•Establish efficient information systems.</li> <li>•Utilize participatory program development methods.</li> </ul>
<p align="center">Santa Cruz County Juvenile Hall (SCJH) Neutral Zone</p>	<p align="center">Intervention</p>	<p>The <b>Santa Cruz County Juvenile Hall (SCJH) Neutral Zone</b> is an innovation in this California detention center that began to experience serious gang problems among residents in the late 1980s. Despite having addressed overcrowding issues with a new classification system, SCJH still had serious gang problems, manifest especially in the form of assaults between rival Norteños and Sureños gang members in the facility. After years of increasing population, growing tensions, and gang fights, SCJH became a Neutral Zone for gang members. Members of these two violent gangs had been housed in separate units in the SCJH, yet this did not stop the violence. The very act of housing and classifying residents by gang affiliation gave undue recognition to the gangs, which served to exacerbate the violence between the two gangs.</p> <p>A new gang management system was developed, based on age, criminal sophistication, and other commonly used classification criteria, rather than gang membership. SCJH staff helped develop the new classification tool and thus readily accepted its use. However, the rival Norteños and Sureños had to be persuaded to accept living in close quarters with one another. Staff from Barrios Unidos, an intervention organization, had already been coming to the detention center weekly to teach students on various topics of interest and had calmed residents when gang tensions were high. Thus they were able to negotiate a truce between the gangs and convince them to give the new classification system a chance to work. Other Latino counseling agencies also helped. SCJH was declared a “Neutral Zone,” and “No Gang” contracts were developed that the youths signed at intake. By signing this contract, each resident agreed to give up all gang-related behavior. Any violations of the agreement resulted in severe restrictions of a youth’s program. Conversely, anyone able to get along with other residents earned full access to SCJH programs and privileges. The new gang management system worked.</p>
<p align="center">Skills, Opportunities, &amp; Recognition (SOAR)</p>	<p align="center">Prevention</p>	<p>The <b>Skills, Opportunities, and Recognition (SOAR)</b> program was designed for the general population and high-risk children (those with low socioeconomic status and low school achievement) who are attending grade school and middle school. This multidimensional intervention decreases juveniles’ problem behaviors by working with parents, teachers, and children. It intervenes early in children’s development to increase prosocial bonds, strengthen attachment and commitment to schools, and decrease delinquency. Teachers receive instruction that emphasizes proactive classroom management, interactive teaching, and cooperative learning. When implemented, these techniques minimize classroom</p>

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		<p>disturbances by establishing clear rules and rewards for compliance; increase children’s academic performance; and allow students to work in small, heterogeneous groups to increase their social skills and contact with prosocial peers. In addition, first-grade teachers teach communication, decision making, negotiation, and conflict resolution skills, and sixth-grade teachers present refusal skills training. The project’s success lies in its combination of parent and teacher training. Parents receive optional training programs throughout their children’s schooling. (continued)</p> <ul style="list-style-type: none"> <li>•When children are in first and second grades, seven sessions of family management training help parents monitor children and provide appropriate and consistent discipline.</li> <li>•When children are in second and third grades, four sessions encourage parents to improve communication among themselves, teachers, and students; create positive home learning environments; help their children develop reading and math skills; and support their children’s academic progress.</li> <li>•When children are in fifth and sixth grades, five sessions help parents create family positions on drugs and encourage children’s resistance skills.</li> </ul> <p>Evaluations have demonstrated that the project improves school performance, family relationships, and student drug/alcohol involvement at various grades.            At the end of Grade 2, SOAR students, compared with control students, showed:</p> <ul style="list-style-type: none"> <li>•Lower levels of aggression and antisocial, externalizing behaviors for white males.</li> <li>•Lower levels of self-destructive behaviors for white females.</li> </ul> <p>At the beginning of grade 5, SOAR students, compared with control students, had:</p> <ul style="list-style-type: none"> <li>•Less alcohol and delinquency initiation.</li> <li>•Increases in family management practices, communication, and attachment to family.</li> <li>•More attachment and commitment to school.</li> </ul> <p>At the end of Grade 6, high-risk youths, compared with control youths, were more attached and committed to school, and SOAR boys were less involved with antisocial peers.            At the end of Grade 11, SOAR students, compared with control students, showed:</p> <ul style="list-style-type: none"> <li>•Reduced involvement in violent delinquency and sexual activity.</li> <li>•Reductions in being drunk and in drinking and driving.</li> </ul> <p>Researchers found that the benefits of SOAR lasted through age 21. The students, now young adults, were engaged in less risky sexual behavior and had less history of violence and less heavy use of alcohol.</p>
<p>Stone Soup Child Care Programs</p>	<p>Prevention</p>	<p><b>Stone Soup Child Care Programs.</b> After-school programs should be a component of every community’s continuum of prevention programs. Aside from their potential for delinquency prevention, after-school programs enhance the well-being of children and contribute to their safety during the critical period of school days in which many children and adolescents might otherwise be unsupervised by adults. An exhaustive RAND Corporation review of research on after-school programs identified evidence-based “good practice standards” for successful programs (e.g., educational attainment, emotional development, and health).            RAND researchers identified 17 “good practice standards” of successful after-school programs in the research literature:            Staff Management Practices / Program Management Practices / Community Contacts            RAND researchers applied these “good practice standards” to Stone Soup Child Care Programs. Stone Soup is a nonprofit organization that administers school-based after-school programs in collaboration with local school districts, communities, and parents throughout California. It sought RAND’s independent judgment regarding the extent to which it was meeting the standards. The Stone Soup Child Care Programs scored “excellent” or “good” on all of the standards.            The Stone Soup concept began in Los Angeles County in 1987 as a community approach to the lack of affordable child care, especially for low-income families. The program is a unique partnership consisting of the school district, Stone Soup Child Care Programs, cities, parents, local businesses, and public and private grants.            The Stone Soup Child Care Program brings together the resources of each community to meet its individual needs. Stone Soup functions as a catalyst to help parents, districts, governmental agencies, and businesses pool their resources to provide programs for that community. No two programs are the same, but in all:</p> <ul style="list-style-type: none"> <li>•Local school districts provide space for the program, utilities, custodial and payroll services, and liability insurance.</li> <li>•Governmental agencies may provide park sites, special programs, library enrichment, field trip transportation, and short-term scholarships for the children of families in crisis.</li> <li>•Local businesses provide volunteers, in-kind donations, and financial support for tuition assistance and/or other program needs.</li> <li>•Parents pay low monthly fees and volunteer if they can.</li> </ul> <p>•Stone Soup Child Care Programs serves as an umbrella organization that develops programs; recruits, trains, and supervises staff; oversees the day-to-day operations; evaluates the program; and raises the financial support needed to supplement revenues from the fees parents can afford to pay.            The result is a comprehensive school-age child care program available to all children enrolled in participating school districts that is:</p>

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<i>PROGRAM</i>	<i>PROGRAM TYPE</i>	<i>PROGRAM COMPONENTS</i>
		<ul style="list-style-type: none"> <li>•Low-cost and self-supporting.</li> <li>•High-quality, with well-trained staff who are bilingual in languages that closely resemble the student demographics.</li> <li>•On school sites, where working parents know their children are in a safe, enriched environment.</li> </ul>
<p align="center">Strategic Home Intervention &amp; Early Leadership Development (SHIELD)</p>	<p align="center">Prevention</p>	<p>The <b>Strategic Home Intervention and Early Leadership Development (SHIELD)</b> program, developed by the Westminster Police Department, in Orange County, California, is designed to accomplish two primary goals. First, it uses the contacts that police officers make in the course of their normal duties to identify youth who they think are likely to become involved in violent behavior, substance abuse, and gang activities. At-risk youth are identified as those who are exposed to family risk factors such as domestic violence and other criminal activities in the home. Second, SHIELD provides youth with services that are tailored to meet their individual needs by a multidisciplinary team of representatives from the community, schools, and service agencies. The primary mechanism that supports these goals is the youth referral process.</p> <p>Police personnel are required to obtain the name, age, and school attended of any minor youth living in a home where a report is filed involving the following police activity: family violence of any type, neglect or abandonment, gang activity, drug sales or usage, arrests made associated with alcohol abuse, or any other call for service where the welfare of minor youth is at risk due to the behavior of older siblings or adults living in or frequenting the home. When the officer identifies a youth as having been exposed to risk factors, he or she marks a box on the police report and forwards a full copy of the report through departmental channels to the SHIELD resource officer (SRO). Risk assessment instruments are used by the SRO to classify youth in low-, medium-, or high-risk categories for both general delinquency and gang involvement. Separate instruments were created for youth at ages 6–11 and 12–14 to increase sensitivity to the differing effects of risk factors on youth at different developmental levels. In addition to these instruments, an inventory of protective factors is used to supplement the assessment. If the SRO deems a case appropriate for SHIELD intervention, he or she creates a student referral report, which contains a short synopsis of the incident as it pertains to the youth, demographic information about the youth and his or her family, contact information for the parents, and information from the assessments of both risk and protective factors. The SRO then sends the student referral report to the Youth and Family Resource Team.</p> <p>This multidisciplinary team includes officials from the local school district, such as the pupil personnel administrator, the district nurse, a specialist in drug abuse prevention, and school principals; counseling staff from a community service provider; a county social worker; the Westminster Community Services Recreation Supervisor; the SRO; and a second officer. When the Youth and Family Resource Team receives the student referral report, the team members consider a range of school- and community-based treatment options and make recommendations for treatment services that are delivered by other agencies. Additional services are provided through the Westminster Youth Academy (formerly known as Warner Youth Leadership Academy), which the Westminster Police Department created in collaboration with local middle schools. This program is a school-based effort to improve academic performance and build leadership and planning skills, thereby enhancing the protective factors in the lives of at-risk youth. The Youth and Family Resource Team reassesses the treatment recommendations and progress of each youth three weeks after the initial recommendation. While a youth is involved in treatment, the service providers send monthly progress reports to the SHIELD staff at the Westminster Police Department. These reports allow for ongoing tracking and reassessment of the services provided to program youth.</p> <p>In a formative evaluation of the program, of 43 randomly selected youth who were tracked during the first year of operation, 60 percent received services of some kind, 26 percent could not be contacted because they were no longer in the community (e.g., the family had relocated or the youth had run away), and 14 percent were still in the community but did not receive services because of parental refusal. The evaluation included a qualitative assessment of participant satisfaction with the counseling provided through SHIELD, and the results were promising. The findings from the evaluation of the Westminster Youth Academy also reflect positively on the SHIELD program. SHIELD youth who participated in the Academy significantly improved in attendance and grade-point average relative both to their own earlier performance and to the performance of a comparison group of non-Academy students. Although very promising, the results of these evaluations are short-term and are limited to a portion of the youth engaged in the program.</p>
<p align="center">Strengthening Families Program I SFP-I</p>	<p align="center">Prevention</p>	<p>The <b>Strengthening Families Program I (SFP-I)</b> involves elementary school-aged children and their families in family skills training sessions. SFP was originally developed and tested in 1983 with 6- to 12-year-old children of parents in substance abuse treatment. Since then, culturally modified versions with new manuals have been evaluated and found effective for families with diverse backgrounds: African-American, Asian/Pacific Islander, Hispanic/Latino, Native American, Canadian, and Australian. SFP is also now widely used with non-substance-abusing parents in elementary schools, faith communities, housing communities, mental health centers, jails, homeless shelters, protective service agencies, and social and family services agencies.</p> <p>SFP uses family systems and cognitive-behavioral approaches to increase resilience and reduce risk factors for behavioral, emotional, academic, and social problems. Incentives are offered for attendance, good behavior in children, and homework completion to increase program recruitment and participation.</p> <p>Results include:</p> <ul style="list-style-type: none"> <li>•Improved resilience, assets, and protective factors in children and parents.</li> <li>•Decreased risk factors in parents and children.</li> <li>•Decreased children’s behavioral problems and conduct disorders.</li> <li>•Improved family cohesion, communication, and organization.</li> </ul>

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<i>PROGRAM</i>	<i>PROGRAM TYPE</i>	<i>PROGRAM COMPONENTS</i>
		<ul style="list-style-type: none"> <li>•Decreased family conflict and stress.</li> </ul>
<p align="center">Striving Together to Achieve Rewarding Tomorrows (CASASTART)</p>	<p align="center">Prevention</p>	<p><b>Striving Together to Achieve Rewarding Tomorrows (CASASTART)</b> is a community-based, school-centered “effective” program designed to keep high-risk 8- to 13-year-old youths free of substance abuse, delinquency, and gang involvement. To be eligible for services, children must display multiple risk factors, such as gang membership itself and family members involved with gangs. The CASASTART partnership centers around three main agencies: the lead agency (that drives the collaborative process), schools, and the police. Each case manager serves 15–18 children and their families for a two-year period. There are eight program components. Community-Enhanced Policing/Enhanced Enforcement—increases police presence and involvement in the community and working with youth.</p> <p>Case Management—small caseloads (13–18 families) ensure close attention to the needs of participating youth and their families and implementation of plans to meet their needs.</p> <p>Criminal/Juvenile Justice Intervention—communication between case managers and the juvenile justice and probation departments ensures enhanced supervision and planning for youth who become involved with the courts.</p> <p>Family Services—parent programs, counseling services, organized activities, and family advocacy by case managers increase positive involvement of parents in the lives of their children.</p> <p>After-School and Summer Activities—offer prosocial activities with peers. These types of activities include not only recreation and entertainment but also personal social development programs, particularly those aimed at self-esteem, cultural heritage, and social problems.</p> <p>Education Services—strengthen individual skills by offering tutoring and homework assistance, as well as work preparation opportunities.</p> <p>Mentoring—group or one-to-one relationships are fostered to promote positive behaviors.</p> <p>Incentives—both monetary and nonmonetary incentives for participation in CASASTART activities.</p> <p>Compared with control group youth, at follow-up, CASASTART clients were less likely to report use of any drugs and gateway drugs, involvement in drug trafficking, and self-reported violent acts.</p>
<p align="center">Tarrant County Advocate Program (TCAP)</p>	<p align="center">Intervention</p>	<p>Tarrant County Juvenile Services manages the <b>Tarrant County Advocate Program (TCAP)</b> as a key component of a comprehensive continuum of services for juvenile probationers and parolees. Instead of placing large numbers of youth into Texas’ correctional institutions, the Juvenile Services department places most offenders in nonresidential programs. Offenders charged with less serious offenses are typically connected with counseling, community service, and/or youth development programs that aim to interrupt the escalation of minor delinquency in more serious criminality. Other programs in the comprehensive continuum include community service and monetary restitution, family preservation services, a juvenile drug court, nonresidential sex offender treatment, and intensive probation supervision.</p> <p>Community residents serve as advocates, mentors, and monitors of youth in TCAP. These advocates play a key role in bringing together a support network to surround troubled youths—a child/family team that includes family members, neighbors, child welfare workers, clinical social workers, and community. On average, each advocate spends about 15 hours per week over a 6-month period with the child and his or her family, helping the child develop positive relationships and support systems. Advocates help juveniles find opportunities for work, education, recreation, friendship, and citizenship and serve as case managers to identify families’ needs and help address them. When a TCAP advocate is assigned to a youth, contact with his or her probation officer is reduced to once a month. The program works with youth who are at risk of gang membership as well as with active gang members.</p> <p>This supportive TCAP network has enabled the county to reduce dramatically the number of commitments to secure-care juvenile corrections facilities. The success rate for keeping youth out of these facilities is 78 percent. Tarrant County’s experience demonstrates the enormous contribution that community residents can make to juvenile rehabilitation programs. Involved residents need to be trained, however. Training for TCAP participants was provided by Youth Advocate Programs, Inc., in Harrisburg, Pennsylvania (TCAP is based on a model developed by Youth Advocate Programs, Inc.).</p>
<p align="center">Tri-Agency Resource Gang Enforcement Team (TARGET)</p>	<p align="center">Suppression</p>	<p>The <b>Tri-Agency Resource Gang Enforcement Team (TARGET)</b> program in Orange County, California, represents a multiagency approach to targeting current gang members with suppression measures while also targeting entire gangs with police suppression. Each team in the TARGET program consists of gang investigators, a probation officer, a deputy district attorney, and a district attorney investigator. This program uses a three-pronged strategy: (a) selective incarceration of the most violent and repeat older gang offenders in the most violent gangs, (b) enforcement of probation controls (graduated sanctions and intensive supervision) on younger, less violent gang offenders, and (c) arrests of gang leaders in “hot spots” of gang activity. A major aim of the TARGET program is to reduce gang crime by selectively incarcerating the most violent and repeat gang offenders (based on their criminal records) in the most violent gangs in Orange County. Once these offenders are identified, they are monitored closely for new offenses and undergo intensive supervision when on probation for violation of probation terms and conditions. The TARGET program has been shown to be successful in producing a sharp increase in the incarceration of gang members and a cumulative 47 percent decrease in gang crime over a seven-year period and in reducing the overall level of gang crime in one targeted hot spot to near zero.</p>

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Violence-Free Zones	Intervention	<p><b>Violence-Free Zones</b> is a grassroots community intervention for youth and gang-related violence. The Violence-Free Zone model is based on the premise that the breakdown of the family structure is a key risk factor for gang involvement and a major contributor to destructive behavior. In many cases, gang members come from fatherless homes in which their mothers struggle to meet the economic and individual needs of their children. Consequently, they find it difficult to provide the necessary guidance. Violence-Free Zone implementers fill this void, (continued) taking on the role of mentor (engaging in reparenting) and in outreach work. Job training and work opportunities are provided for youths’ social, personal, and economic development to help them make the transition from gang life and criminality to violence-free lives and productive citizenship. Successful youth are given the opportunity to collaborate with youth in other communities and cities to develop and expand Violence-Free Zones.</p> <p>This replicable model is based on the House of Umoja program and the success of similarly designed neighborhood initiatives in other cities. In Washington, DC, the faith-based Alliance for Concerned Men, a grassroots organization, was instrumental in establishing a Violence-Free Zone in the Benning Terrace public housing project with assistance from the National Center for Neighborhood Enterprise (NCNE) and the DC Housing Authority. Each of these three components contributed to the effort—NCNE provided technical assistance; the alliance carried out grassroots intervention in gang conflicts; and the Housing Authority provided job opportunities such as refurbishing the neighborhood, removing graffiti, and landscaping. Together, they constitute the necessary structure for implementing a Violence-Free Zone. Participating cities include Washington, DC; Hartford, Connecticut; Indianapolis, Indiana; Los Angeles, California; Dallas, Texas; and Houston, Texas.</p>
Wraparound Milwaukee	Intervention	<p><b>Wraparound Milwaukee</b> is an effective wraparound service delivery program that integrates the mental health, juvenile justice, and other systems to address the mental health needs of juvenile justice system clientele (average age 14–15) and parental problems at the same time. It began by successfully providing services to youth and their families in the mental health system. Now it is a county-operated collaborative that provides comprehensive care to youth referred from both the child welfare and juvenile justice systems and their families. Wraparound Milwaukee serves as the hub of a comprehensive system linking several human service agencies, thus forming a managed-care continuum of treatment options. The program currently serves more than 650 youth, 400 of whom are adjudicated delinquent.</p> <p>The program components deemed essential to the success of the Wraparound Milwaukee program are as follows:</p> <ul style="list-style-type: none"> <li>•Care coordination (the “cornerstone” of the system).</li> <li>•The child and family team (wraparound plans are family-driven).</li> <li>•The Mobile Urgent Treatment Team (a mobile crisis team that is available to meet the needs of youth and families when a care coordinator might not be available).</li> <li>•The provider network (consisting of more than 170 agencies that respond to the multiple needs of youth and families).</li> <li>•Blended funding (to break down barriers to service delivery that can arise when multiple agencies are involved).</li> </ul> <p>The use of blended funding has been particularly important to the success of the Wraparound Milwaukee program. The project is sustained by pooled funds that come from the system partners in this integrated, multiservice approach to meeting the needs of youths and their families. The fact that the involved agencies share the expenses of the program helps enormously to break down barriers to system integration. The program receives a flat monthly fee for each client and must pay for all treatment services, including incarceration and residential care. In 1999, the program received more than \$26 million in pooled funds. After all funds are pooled and “decategorized,” the program can use them to cover any services that families need, in a mix of formal and informal services. This approach helps ensure that the most appropriate services are purchased. Project staff thus has an incentive to keep as many youth as possible in their homes. The program has shown delinquency reductions among clients in a before-after study.</p>
Youth Court	Intervention	<p><b>Youth courts</b> serve as immediate intervention with minor offenders who can be diverted from the juvenile justice system. These courts fill an intervention gap in many jurisdictions in which heavy caseloads and the need to focus on more serious offenders result in a low priority for the enforcement of misdemeanor charges. Youth courts provide immediate sanctions, holding young person’s accountable for minor delinquent acts in a positive manner, while extending that accountability to the community—usually in the form of community service. Thus they hold considerable promise as an immediate intervention in a graduated sanctions system.</p> <p>Youth courts operate using one of four main case-processing models: adult judge, youth judge, tribunal, or peer jury (for detailed descriptions of these models, see Fisher, 2002; see also Goodwin, 2000). Youth courts were established with the expectation that they would be able to reduce delinquency by bringing peer pressure to bear on youngsters involved in minor delinquent acts. The typical youth referred to a teen court is 14–16 years of age and in trouble with the police for delinquency involvement for the first time. These youths are most likely charged with vandalism, stealing, or other nonviolent offense. Youth courts serve as an alternative to normal juvenile court processing.</p> <p>An Urban Institute evaluation found that recidivism rates among teen court youth were lower than those of youth in the regular juvenile justice system in all four sites included in the study; the rates were significantly lower in two of the four sites. The researchers conclude that youth courts appear to be a cost-effective alternative in localities that do not or cannot provide a meaningful response for every young, first-time nonviolent offender. Using performance-based measures, youth courts can assess both process and outcomes without great expense and without employing outside expertise. Tools to Evaluate and Manage Youth Courts (TEAM YC) is an easy-to-use software program that youth courts (also known as teen, peer, and student courts) use to assist them in managing cases and collecting data for program evaluation. The National Youth Court Center (NYCC) manages an information clearinghouse on youth courts and provides training seminars,</p>

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		including a new program track for jurisdictions interested in establishing youth court programs and an advanced program track for existing youth courts that want to enhance their knowledge and skills. In addition, the NYCC has developed two online training lessons to assist youth volunteers in youth courts in performing their youth court roles more effectively.
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