

Youth Gang Intervention/Prevention Project Closing Final Report

Nature of Program:

From June 2011 to August 31, 2012, Gateway developed and implemented a youth gang intervention and prevention program under the direction of a Steering Committee and using the best practices to address community gang problems: OJJDP's Comprehensive Gang Model (Office of Juvenile Justice and Delinquency Prevention, 2010) as a guide. Also, a survey was used to gather information regarding the participants.

The Steering Committee was made up of 15 to 20 representatives from key organizations and residents from within the community. The committee members were individuals who have influence within the community, including residents and representatives of grassroots community groups, neighborhood associations, religious organizations, and advocacy groups. Their charge was to guide the program, respond to barriers of implementation, develop sound policy, lend support to the project where and when appropriate, and create and maintain the interagency and community relationship that facilitate the programs development.

The OJJDP gang model that was used has a five strategy approach:

- Community Mobilization - Involvement of local citizens, including former gang-involved youth, community groups, agencies, and coordination of programs and staff functions within and across agencies.
- Opportunities Provision - Development of a variety of specific education, training, and employment programs targeting gang-involved youth.
- Social Intervention - Involving youth-serving agencies, schools, grassroots groups, faith-based organizations, police, 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.
- Suppression - 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.
- Organizational Change and Development - Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.

The Survey used by Cease Fire in Chicago served as the survey instrument to gather information regarding the youth. The survey was a self-reporting instrument. The instrument measures some of the outcomes expected from participation in the program. Areas surveyed were:

- Increase in school participation- enrolling, increasing attendance or increasing school success.
- Increase in vocational training or employment.
- Decrease in arrests.
- Decrease in reports of seeing gang related activities in their community.
- Increase in feeling of safety in their community.
- Increase in feeling of safety in their school.
- Decrease in acceptance of crime and gang related activities.
- Decrease in the number of friends who are gang members.

Program Objectives & Goals:

Short Term goals	Plans to achieve goals
<p>Reduce Gang related crime in Health Zone 1. <i>(Suppression)</i></p> <p><i>Objective 1: By June 1, 2012, 100 youth age 12-24 who are gang involved or high risk of gang involvement will be enrolled in the program and 90% will remain involved after one year of services.</i></p> <p><i>Objective 2: By June 1, 2012, there will be a 10% reduction in violent crimes within 2 miles of the Emmett Reed Center as reported by the Jacksonville Sheriff's Office (JSO) {Baseline- 87 incidents in June 2011; 505 from Dec 2010 through May 2011}</i></p> <p><i>Objective 3: By June 1, 2012, 75% of the participants in the program will not be arrested for a violent crime.</i></p>	<ul style="list-style-type: none"> ● Street Outreach to gang members ● Engage gang members in program activities ● Problem Identification and Intervention with each participant (Establish an Intervention Plan) ● Increase alternative pro-social activities ● Violence Mediation
<p>Engage all participants in life changing skills which result in return to school or legitimate employment <i>(Opportunities Provision)</i> <i>(Social Intervention)</i></p> <p><i>Objective 1: By June 1, 2012, there will be a 25% increase of participants who are in the program at least 6 months who enrolled in an educational program. (Baseline: At entrance into the program 15 of the 37 participants under age 18 are enrolled in school.)</i></p> <p><i>Objective 2: By June 1, 2012, There will be a 25% increase in those participants in the program for at least 6 months and over age 18 who are working or participating in college or vocational training. (Baseline: 9 working at intake)</i></p>	<ul style="list-style-type: none"> ● Support services with participants to connect with resources to --- <ul style="list-style-type: none"> ○ Reconnect with school ○ Provide homework and school success assistance ○ Connect w alternative educational program ○ Connect with employment readiness programs ○ Assist with job seeking ○ Assist with skills for maintaining jobs ● Life skills training both individual and group

<p>Increase environmental support for non-gang related activities <i>(Community Mobilization)</i> <i>(Organizational Change & Development)</i></p> <p><i>Objective 1: After 12 months in the program, at least 50% of the participants will feel safer in their neighborhood compared to the 6 months survey reports. (baseline pending)</i></p> <p><i>Objective 2: By June 1, 2012 at least 6 community-based organizations or educational institutions will be working with program staff to provide services to the participants.</i></p> <p><i>Objective 3: By June 1, 2012, at least 75% of the participants will participate in at least 10 hours of programming a month.</i></p>	<ul style="list-style-type: none"> ● Actively reach out and engage gang members in program activities ● Supervised recreational activities. Open gym at Emmett Reed Mon- Sat 6 PM -9 PM with extended hours up to 11 on weekends as supported by youth participation. ● Connect participants with existing pro- social activities in the community ● Connect homeless youth with YCC and other organizations that work with homeless youth ● Engage community leaders in working with youth ● Facilitate fun recreational interaction between JSO and program participants to build positive attitudes between both populations. ● Build community pride
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Agency Partnerships:

- Daniel
- Duval County Public Schools
 - Eugene Butler Middle School
 - Grand Park Center
 - Mattie V. Rutherford
 - Raines High School
- Brentwood Community Resource Center
- Fast Train College
- Florida State College at Jacksonville - Downtown Campus
- Gateway Community Services
- Goodwill
- Jacksonville Housing Authority
- Jacksonville Sheriff’s Office
- Jacksonville Transit Authority
- Jacksonville Urban League
- Jacksonville Youth Works
- MAD DADS Jacksonville Chapter
- Northeast Florida Community Action Agency
- Operation New Hope
- River Point Behavior Health
- Safe and Healthy Duval Coalition
- Strayer University
- Work Source

Programming:

Types of Programming:

- Computer Training
- Education Referrals
- HIV/AIDS awareness and testing
- Home Economics
- Life Skills Training
- Open Gym Recreation
- Sexually Transmitted Disease (STD) awareness and testing
- Tutoring Referrals
- Teen Talk Series
- Case Management
- Transportation

Partner Agencies that assisted with programming:

- **Brentwood Community Resource Center** provided tutoring services.
- **Florida State College at Jacksonville – Downtown Campus** provided educational services: MPSS- Institute for Occupational Safety & Health provide training and certifications; Pathways to College Program- AHS/HSE provided opportunities for participants to obtain their high school diplomas and/or GED; and College Reach Out Program (CROP) that offered college preparation services.
- **Gateway Community Services, Inc. /Prevention Department** conducted an eight week Life Skills Training program, which is an evidence-based prevention program that taught on subjects like: Self Esteem, Resiliency, Communication skills, Social skills etc.
- **Jacksonville Housing Authority** helped with housing to eradicate homelessness for a few of our participants. Plus, their contracted JSO officers provided a teen talk series program.
- **Jacksonville Sheriff's Office (JSO)** and **Jacksonville Fire Dept. and Rescue (JFDR)** assisted the program by fostering positive community relations with the participants by playing basketball and conducting group discussions with the participants at Emmett Reed.
- **Jacksonville Transportation Authority (JTA) – Star Program** provided transportation passes for the participants to look for employment, go to school, housing, medical appointment (case by case basis) and other services that were needed.
- **Jacksonville Urban League** provided participants with computer training and personal development programs.
- **McDonald's, Burger King and KFC** conducted employment interview opportunities and employed a few of our participants.
- **Northeast Florida Community Action Agency** provided rent and utility assistance to our participants.
- **Operation New Hope** provided employment readiness services.
- **St. Vincent Hospital - Mobile Unit** provided health screening for STDs and HIV.
- **Strayer University** provided college recruitment and prospect participant referrals.
- **Work Source** provided employment services.

Program Successes:

- During the first year we surpassed our goal to recruit 100 participants for the program.
- The program was able to establish a great amount of influence in the community due to staff members who met with community residents, parents of participants, and others who supported the program.
- The program was successful with connecting leaders of multiple gangs and establishing achieved peace among the diverse members.
- Participants benefited from the program and were able to receive their education, training, and gainful employment.
- The staff was able to partner with many governmental agencies, non-profit organizations, community businesses, and private citizens to support the cause and willing participate to serve on the steering committee.
- Steering Committee members were successful with meeting with key legislators, Councilman Reginald Brown, to garner support and to host a conference or summit to promote the program.
- Steering Committee members were successful with assisting staff with the development of program activities and the community services referral process.
- Many participants took complete advantage of the program and utilized the services to advance themselves to become productive citizens.
- Tax payer dollars invested in the program did not go to waste. There were a total of 2,806 community residents who were introduced to the program. Out of that number nearly 1000 people's lives have been positively changed or impacted.

Program Challenges:

- The grant only allowed the gang program to service a two mile radius of Emmet Reed in Health Zone 1.
- The inability to commercialize the program to let people know the program exist and to garner support.
- Implementation time was too short to validate proof that the program was able to deter crime or decrease the crime rate in that particular community in Health Zone 1.
- Staff was able to get the partner agencies executive leaders on board to serve on the Steering Committee.
- Time and funding limits to support additional case management training and gang prevention training to handle the case load more effectively.
- One of the major challenges was staff per participants' ratio. We did not have enough staff to service all the participants that wanted to join the program.
- There were difficulties with placing participants with employment due to the lack of proper work readiness skills and character development training.
- During implementation of our exit strategy, finding programs suitable for the participants to transfer into was a challenge. Participants did not meet the qualifying criteria or they did not have the resources available to receive or initiate services.

Participant Accomplishments:

- 60 participants were able to refrain from conducting inappropriate behavior and from using inappropriate language to collectively come together to play recreation activities;

to participate in group learning activities; and to begin developing new communication and social skills.

- 28 participants were able to obtain or maintain employment.
- 15 participants went back to school to earn their High School Diplomas.
- 8 participants went back to school to earn their General Education Diplomas.
- 6 participants attend Jacksonville Youth Works a construction trade program.
- 6 participants graduated from the Florida State College at Jacksonville-Downtown Campus: Military, Public Safety and Security Division Program with certification in 40-Hour Hazardous Waste Operations and Emergency Response (HAZWOPER).
- 6 participants completed the Project Grow Program at Florida State College at Jacksonville-Downtown Campus.
- 4 participants completed the Weatherization Program at Florida State College at Jacksonville-Downtown Campus.
- 3 participants enrolled into Edward Waters College.
- 2 participants enrolled into UEI College
- 1 participant enrolled into Tallahassee Community College.
- 1 participant enrolled into Texas Community College.
- 1 participant enrolled into the University of South Florida.

Program Information:

Total number of youth participants - 157

Total number of participants in school - 99

Total number of participants not in school - 58

Total number of participants entering employment - 28

Total number of participant provided outreach services - 845

Program Support Comments:

Parents:

The gang program was a safe haven for the youth. The program kept the youth out of the streets and out of trouble. I wish the program could continue because I have witnessed positive change in the youth who were involved, and also I have seen growth in the program's staff. This program is definitely needed; otherwise without it some of these youth are going to find themselves not in school and possibly in jail.

I really am displeased with the fact that the gang program had to come to an end. My son was a part of that program. The worker that worked with my son has helped to change his mind-set about himself. You see my son can be self-destructive and destructive. Without this program I don't believe my son will be able to open up again to trust others for support and help. It took a long time for my son to be willing to do the right things by others and by him. The gang program was the only program that has aided my son and had given him the opportunity to see he can do something positive with his life.

I am very saddened about the closing of the gang program. My children and other children needed that program to have a chance at having a good life. Young people are dying out in these streets at alarming rates. This program was a place for youth to go and be engaged with

positive things. We need the gang program back or another youth oriented program in its place to help support the youth and their families.

Community Agency Representatives:

JHA: The gang intervention program was a great tool. It allowed JSO the opportunity to engage youth to interact with them for the purpose of changing the negative perception with police and community relations. Plus it allowed JSO the opportunity to educate youth about the law and other police and community issues.

NEFCAA: The gang program was very informative for the participants that participated in the program. Many participants received valuable life skills training and other personal development training. The trainings definitely paid off because I have witnessed the difference in how the participants behave themselves when they are at the Emmett Reed Center compared to how they use to behave before the program. The program staff has shown that they expect all of their participants to be respectful to themselves and others. This in its self is a successful accomplishment.

Worksource: I was very pleased with the number of young adults who were willing to learning job training skills on how to write resumes and interviewing techniques. To see young adults take responsibility for themself is always a very positive thing. Without the gang program, I do not believe many of the young adults that I assisted would have ever come to the Worksource branch offices to receive the employment assistance they so desperately needed.

Participants:

I believe the program has benefited me in many ways. First, I was able to have someone work with me personally to help guide me to become successful. I received assistance to enroll back into a school program to get my GED. Plus, I was able to get transportation assistance to apply for jobs. I was able to get one of those jobs. Now I can say I am employed and I got my GED. Also, I am planning to go on to FSCJ to get my certification in HVAC. I want to say thank you to the gang program staff for helping me succeed to this point in my life.

I was glad I participated in the gang program. I believe I am in a better place in life now then where I was. I had already had my high school diploma, but I could not find work. Just having the transportation assistance alone was a huge help. Now through my involvement with the program, I am motivated to go back to school. I am still looking for a job, but now I feel a bit more confident that I will land one.

The gang program staff was very strict. Strict is what I need in order for me to follow through with what I have to do for myself to become somebody. I am glad I signed up for the program. I now have more friends I socialize with, and we look forward to going to the gym at Emmett Reed to play basketball.

Before I signed up to be involved with the gang program I was running with the wrong crowd and getting myself into trouble with the law. I was very happy and relieved to see that my worker and Mr. Brown were at court with me when I found myself in trouble. Having their support meant everything to me. Sometimes that is all we need, to have and know that you

have someone who is for you and who support you. I want to thank the gang program and the staff.

Now since I have seen the error of my ways, I can say I have changed. I no longer hang out with a few of my friends who seem to always convince me to do something dumb, stupid, or even illegal. The Jacksonville Sheriff's Office really scared me straight when they came to Emmett Reed to share information about the law, hand guns, and their lesson on 20, 30 to Life. Trust me; I am now a changed person who wants no part in breaking the law.

GANG Initiative Project Evaluation
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In order to assess the effectiveness of the project for Health Zone One in Jacksonville, Florida, the following research effectiveness and efficiency questions will frame the outcome evaluation: 1) Did the program provide comprehensive services to 100 participants annually? 2) Did participants in the program decrease their involvement in gang activity? 3) Are the participants still engaging in criminal activity? 4) Did the project increase participant involvement in educational programs, job training programs, or employment? 5) What was the effect of treatment on service participants?

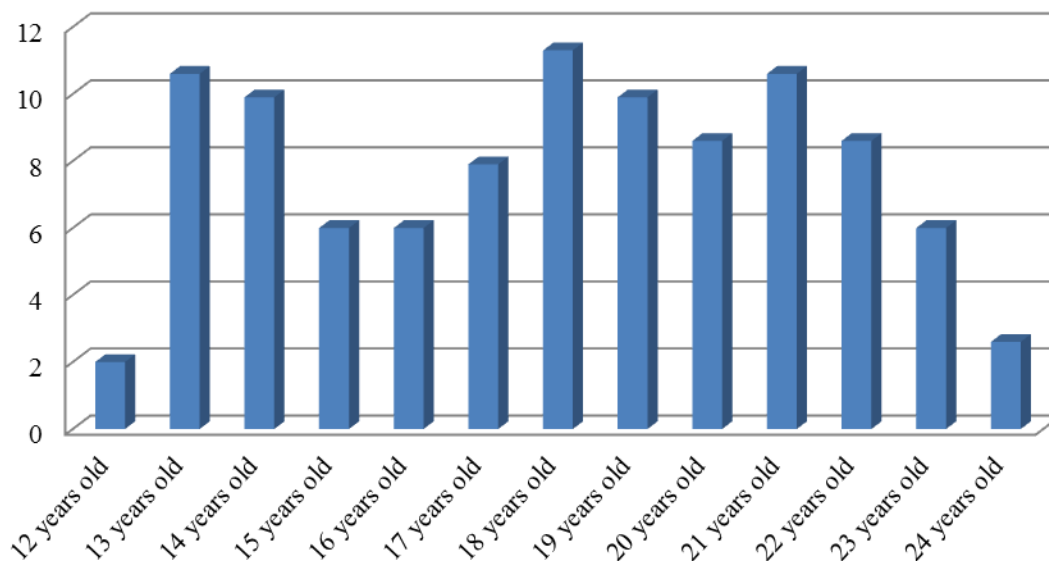
The Participant Interview Survey will be administered to every program participant under this grant at intake, six months, and one year. The grant currently has 152 participants enrolled in this program and 152 have completed the Participant Interview. Currently 81 participants have completed the 6-month follow up interview. The first three months were spent building infrastructure such as hiring personnel, training staff to administer services, assessments, and setting up a the steering committee as required by the grant.

Demographics

As of September 30, 2012, the GANG Initiative Project had 152 participants who completed the Participant Interview Surveys. The demographics of the participants are as follows: 27 (17.8%) are female, 125 (82.2%) are male; 143 (94.1%) are Black or African American, one (0.7%) is white or Caucasian, and eight (5.3%) are other. Multi-racial is included in the "other" category on the Participant Interview Survey.

The age of participants is determined by their age at the time the Participant Interview Survey was completed. The age of participants can be seen in Figure D.1 below and are as follows: three (2.0%) were 12 years old, 16 (10.6%) were 13 years old, 15 (9.9%) were 14 years old, nine (6.0%) were 15 years old, nine (6.0%) were 16 years old, 12 (7.9%) were 17 years old, 17 (11.3%) were 18 years old, 15 (9.9%) were 19 years old, 13 (8.6%) were 20 years old, 16 (10.6%) were 21 years old, 13 (8.6%) were 22 years old, nine (6.0%) were 23 years old, and four (2.6%) were 24 years old. Of the participants that were 12 years old at the time of intake, one turned 13 years old 12 days after intake, one turned 13 years old 2 months and 16 days after intake, and one turned 13 years old three months and 15 days after intake. Based on the short time span between intake and the participants' birthdays, it was determined they would be eligible to participant in the program.

Figure D.1 Age



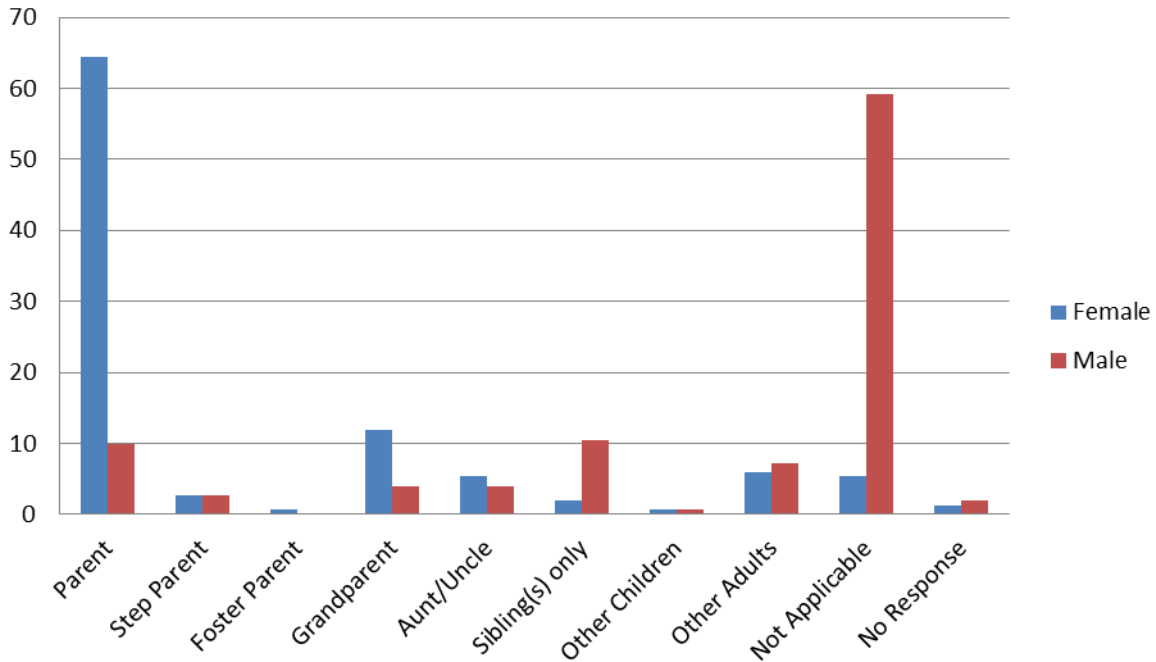
The marital status of the participants vary, currently 125 (82.2%) of the participants have never been married. Six (3.9%) are married, two (1.3%) are separated, one (0.7%) is widowed, and 12 (7.9%) do not know their current marital status. At this time, many of the participants do have children themselves 109 (71.7%): 34 (22.4%) participants have between 1-2 children, three (2.0%) has four or more children, and seven (4.6%) did not respond. One hundred nine (71.7%) participants stated they do not currently have children. Due to the age of this population it is important to work with the population for parent education. Before the termination of the grant, parenting workshops were offered to participants of the program.

Living Environments

Based on the population in which the grant is currently working, it is important to note the living environments of participants. Data has been collected on the participants' living arrangements and based on guidance from the steering committee the program is now tracking parental figures in the household. Of the participants selected, numerous individuals living in the household, i.e. mother and grandmother, then the participant is viewed as living with the most immediate family member. The current living situation for females living in the same household are as follows and can be seen in Figure L.1: 98 (64.5%) live with their mother, four (2.6%) lives with a step-mother, one (0.7%) lives with a foster mother, 18 (11.8%) lives with a grandmother, eight (5.3%) lives with an aunt, three (2.0%) lives with sister (s), eight (5.3%) did not indicate living with a female family member, two (1.3%) did not respond to the question, and nine (5.9%) live with other adults excluding a family member.

The current living situations for males living in the same household are as follows and can be seen in Figure L.1: 15 (9.9%) live with their father, four (2.6%) lives with a step-father, six (3.9%) lives with a grandfather, six (3.9%) lives with an uncle, 16 (10.5%) live with their brother(s), 90 (59.2%) did not indicate living with a male family member, three (2.0%) did not respond to the question, and 11 (7.2%) live with other adults excluding a family member. Data regarding the predominant language spoken within the home was also gathered: 149 (98.0%) spoke English in the home, while three (2.0%) reported "other" which is more than one language spoken in the home.

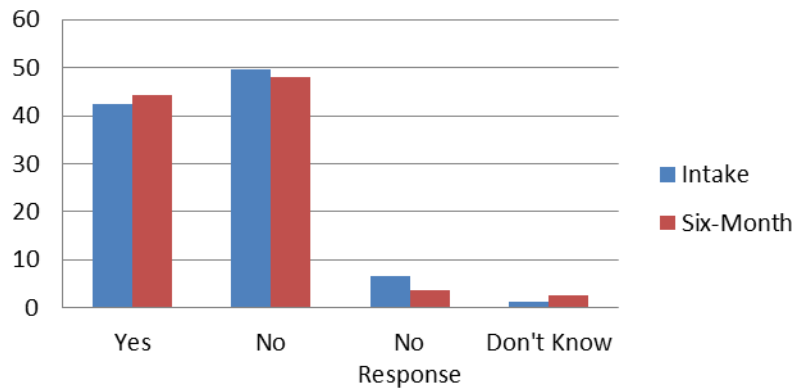
Figure L.1 Living in same Household



Education and Employment

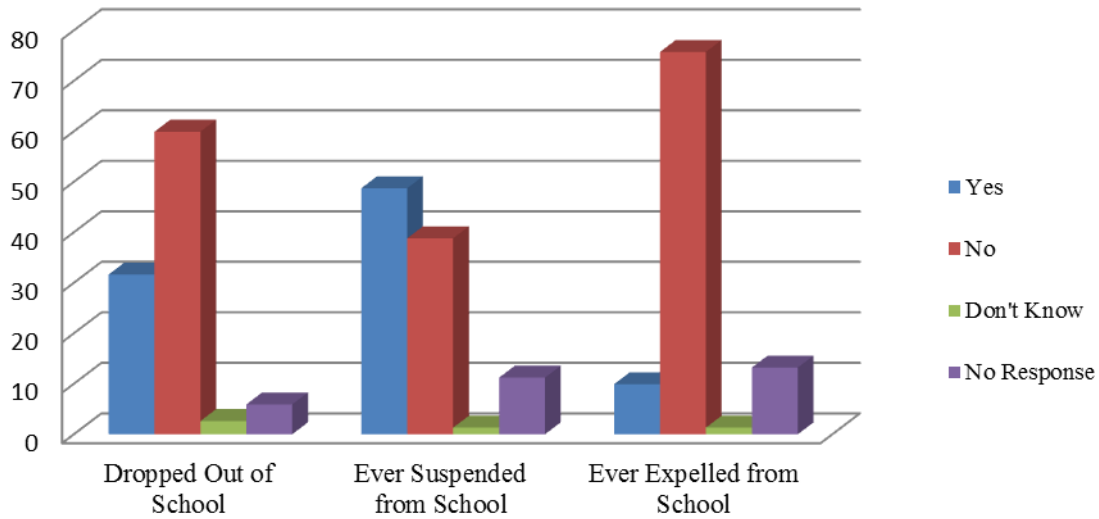
Participant educational levels at the time of this evaluation at the intake interview were: 64 (42.4%) of participants reported being enrolled in school, 75 (49.7%) were not enrolled, 10 (6.6%) reported no response, and two (1.3%) did not know their enrollment status. This can be seen in Figure E.1 below.

Figure E.1 School Enrollment



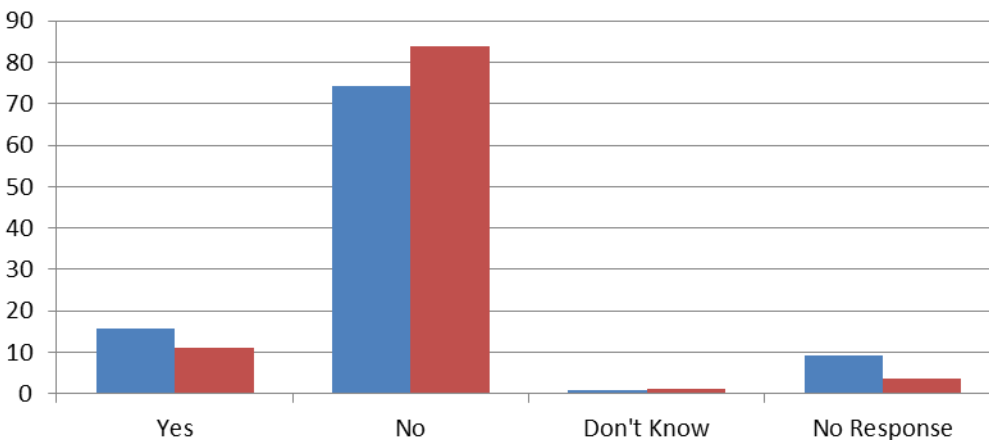
When reviewing enrollment trends, drop out rates and school discipline rates were documented, and can be seen in Figure E.2. Forty-eight (31.6%) participants dropped out of school and 91 (59.9%) did not drop out of school. Seventy-four (48.7%) participants have been suspended from school and 59 (38.8%) participants have never been suspended. A hopeful trend is: 115 (75.7%) of the participants have never been expelled from school with only 15 (9.9%) that have been expelled.

Figure E.2 School Discipline



Employment patterns were obtained by utilizing the Participant Interview Survey. Those individuals who are employed can be seen in Figure E.3 below. Currently, 24 (15.8%) participants are employed, 113 (74.4%) answered no, 14 (9.2%) marked no response; one (0.7%) didn't know employment status. At the six month follow-up interview there were nine (11.1%) participants employed, 68 (84.0%) answered no, three (3.7%) marked no response, and one (0.7%) was unsure of employment status.

Figure E.3 Employment



Community and Crime

Questions regarding community perceptions and criminal activity were asked on the Participant Interview Survey. A majority of participants, 50 (33.1%), stated there was a gang problem in the community, while 65 (43.0%) said there was not a gang problem, nine (6.0%) responded they didn't know, and 27 (17.9%) selected no response. The participants were asked if they were afraid to walk alone in the community and if they were afraid to walk alone because of gang concerns. Forty-one (27.2%) of the participants are afraid to walk alone in the community and 37 (24.3%) are afraid because of gang concerns.

Figure C.1 Gang Community Activity at Intake

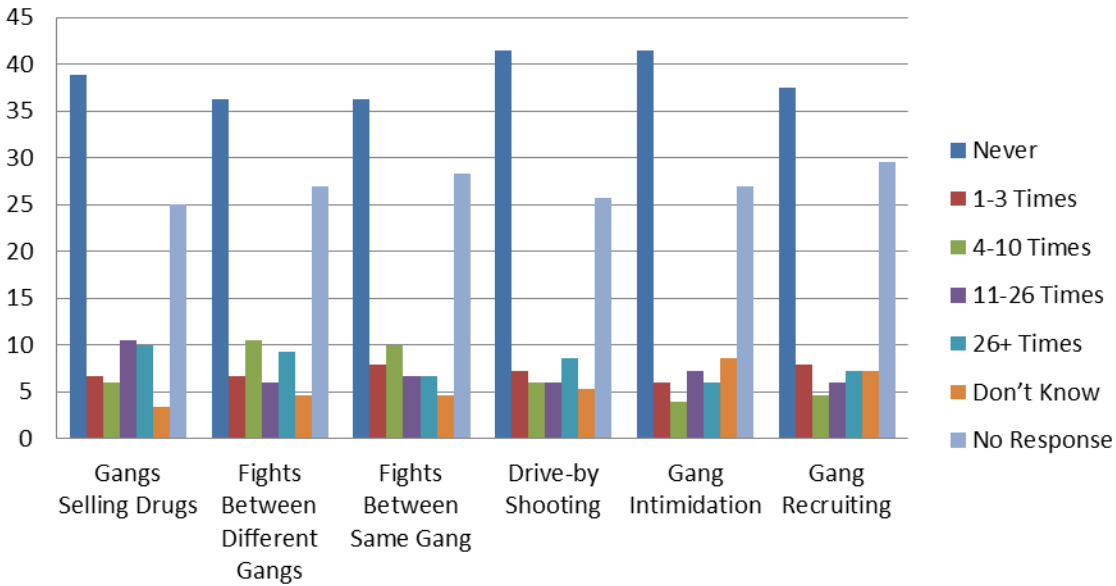
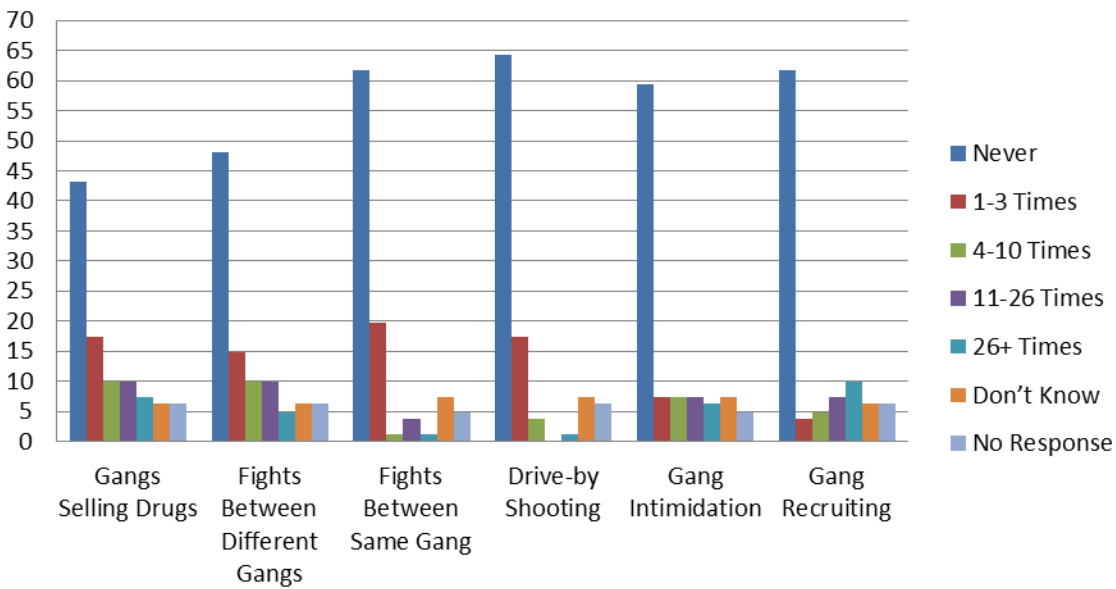
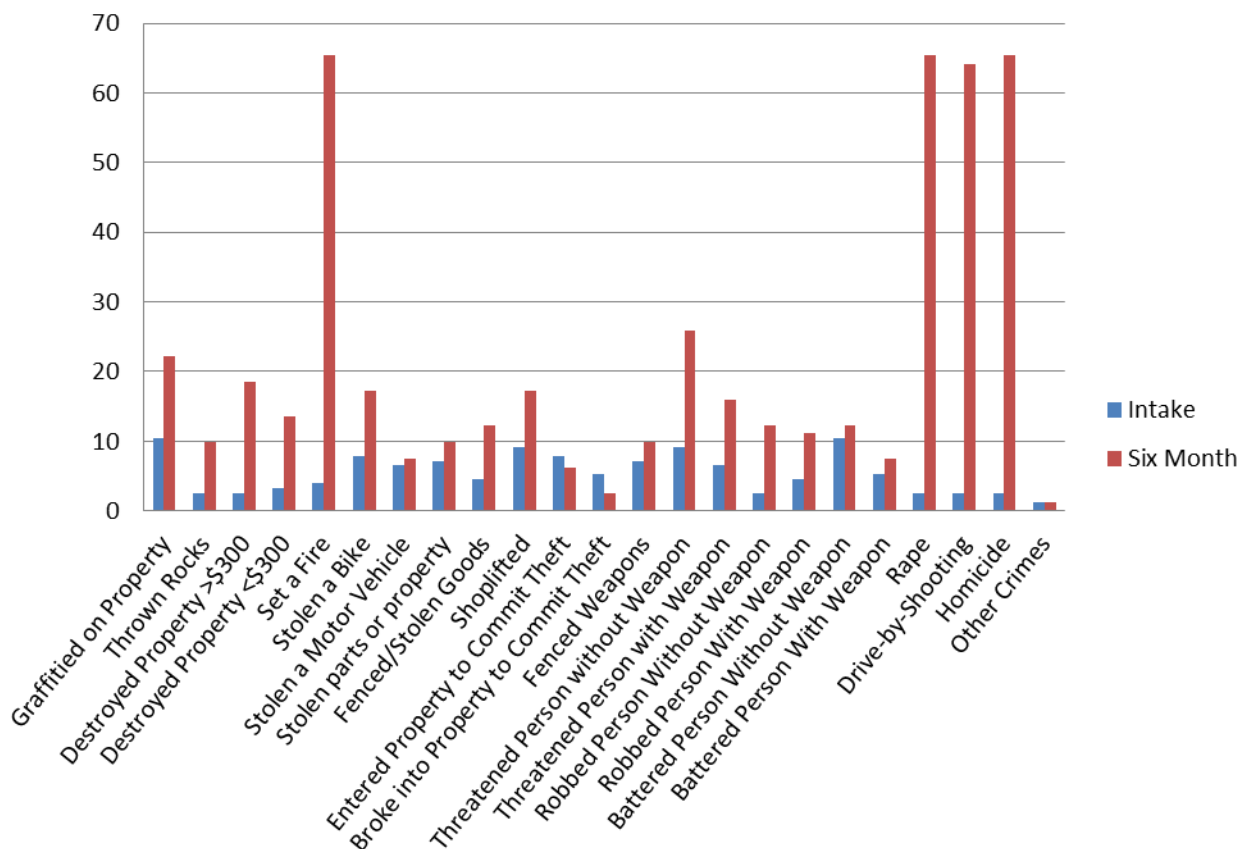


Figure C.2 Gang Community Activity at Six Month



The table above displays trends according to the participant’s gang activity in the community. It is interesting to note, more participants selected no response in this section at intake, compared to the six-month interview; indicating participants are not as willing to discuss gang activity in the community at intake. However, given the population this is to be expected. The six-month follow-up data reflects participant’s more willingness to answer some of these questions – signifying staff’s cumulative rapport with program participants.

Figure C.3 Crimes Committed



It is important to note crimes committed by participants. At intake the data reflects a much lower rate of crimes committed by participants than the six-month follow-up interview. This is contributed to the rapport program staff developed with participants throughout the program. Figure C.3 shows the percentage of participants that answered yes to various crimes at intake and at six-month. As can be seen above, the participants engaged in more criminal activity than was previously reported at intake. Based on the criminal activity of the participants – going to jail or prison would not be a factor they would consider when determining if they would separate from their gang; as 42 (27.6%) of the respondents answered no to this question on the intake interview. This was the highest percentage for all factors asked on the interview, meaning punishment would not deter or separate the participant from their current gang involvement and/or subsequent criminal activity. On a more interesting note, the two highest scoring factors that would contribute to participants leaving their respective gangs are: obtaining employment, 17.8% answered yes; getting into school/educational program, 19.7% answering yes; and becoming involved in a sports or recreation program with 15.8% answering yes, this can be seen in Figure C.4 below. The information provided by the participants can be used as a proactive approach to decreasing gang activity in the participants.

Figure C.4 Factors for Leaving Gang

