

Introduction

Each year, hundreds of men, women and children are needlessly murdered in the streets of Los Angeles because of gang violence. Against the odds, the City sponsors a few dozen Gang Intervention Workers to stem the tide of homicides, assaults and other criminal activities by these misdirected youths. Supported by a loose network of social workers and other service providers, the City's system of combating youth violence is nonetheless akin to filling the Grand Canyon with a shovel.

Despite fiscal limitations, the City continues to support programs that in many respects are at the fore of our national knowledge about the control and reduction of youth violence. This section provides some review of lessons learned locally and across the Country to combating gang violence and reclaiming our youths and communities by actively engaging that sector that is directly responsible for interacting with current, former and potential gang members.

History

Direct intervention with troubled youths has been a public charge since early in the 19th Century. More recently, our major urban centers have struggled to deal with the direct and indirect effects of youth gang violence. Since the 1950's, cities across America have established programs to work with this population, with the general intent of helping to reintegrate them into the mainstream culture.

Beyond incarceration, efforts have varied from helping youths get back into schools or alternative schools, providing job training, offering socialization and recreational opportunities, and other forms of personal development. The City of Los Angeles followed this pattern with Youth Workers employed through the Recreation and Parks Department until the late 1970's when Proposition 13 forced the program to be cut.

Following an immediate increase in violence, the City and County partnered to create Community Youth Gang Services (CYGS). Patterned after the Philadelphia Model, CYGS used former gang members and other street savvy individuals to work with gangs as well as individuals in reducing gang-related violence. While CYGS was responsible for mitigating gang violence county-wide, their budget was never more than \$4 million. When it closed in 1995, the combined budget for intervention was \$2.5 million.

Following the closing of CYGS, the City distributed funds to nonprofit agencies to continue the work with gangs and their members. Generally, this reallocation promoted the same type of work as before, although with little coordination between these programs. These programs were also not required to provide substantive evaluation other than process-type reporting. As well, there was no strong guidance given to the balance between creating change in the individual or the group.

With the advent of Bridges in 1998, agencies were provided opportunities to create programs that reflected local needs. However, and as before, there was no guidance on the balance between individual reclamation or building peace between rivals. Currently, the Bridges

agencies do include a solid component of individual reclamation, in part because Federal funding (CDBG) requires job readiness. And, while the most recent Request for Proposals (2003) and subsequent Requests for Contract Renewals require addressing the peace process, there are no outcome objectives for this area. Rather, ‘any ‘success’ in this area is left to the individual contractors to address.

Defining Intervention

“Gang Intervention” has been loosely defined as any activity designed to help an active gang member become a functional member of the larger society. This definition also incorporates efforts to keep gang members from degrading their communities through violent acts. Therefore, gang intervention includes efforts directed at both the individual and the group. These efforts can be directed to any ethnic group although specific approaches may vary. As well, these varying approaches also recognize that both young men and women can get caught up in the gang lifestyle.

Individual reclamation includes getting a youth back into school or an alternative educational institution, helping with pending court cases, providing job readiness skills and job placement, counseling, therapy, family support and myriad other services. In many cases, Gang Workers are also mentors to the youths that they work with regularly.

The group process typically revolves around mediating or mitigating gang warfare. Historically, intervention programs have been concerned with ‘putting out fires’, that is, limiting retaliation to an act, or mediating an on-going feud. Gang Workers often act in a manner similar to shuttle diplomacy, going between neighborhoods to resolve disagreements so that tensions are reduced. Often, the best that can be done is to create agreements on how two groups can effectively avoid each other. In some cases, however, Intervention Workers are able to create ‘understandings’ between groups that effectively help both sides to understand that the other is the same in all aspects but the turf that they claim. This latter circumstance comes close to acting on the nature of gang violence as group suicide.

An advanced form of the group process is the peace process that has been used effectively in Los Angeles for over a decade. This approach relies on the formation of peace agreements or other formal or semi-formal relations between a number of gangs. The early 1990’s saw several such opportunities, including the Watts Peace Treaty, Harbor Area Truce and Valley Unity Peace Treaty. Significant components of the latter two remain in effect today.

The theoretical underpinnings of gang intervention are found in the Sociology of Knowledge (SOK). Also known as Phenomenology, the Sociology of Knowledge (SOK) is that branch of sociology that explains how reality and/or knowledge is created. Knowledge is what one believes to be true and accurate, and forms the basis for their individual thoughts and actions. SOK is a recognized theoretical training ground for professionals—gang intervention workers, planners, social workers, etc.—who work in the open community because it provides them with the ability to coin sensitizing concepts that identify what is happening in the field with their direct work with the target populations.

Alternation: Alternation is one such sensitizing concept. This concept is the phenomenological mechanism for reality transformation: replacing existent realities and worldviews with alternative structures and perceptions.

For Gang Intervention Workers (GIW's), alternation is replacing anti-social values and behavior with those that are pro-social. All gang intervention work is based on the concept of alternation. Gang Intervention Workers are properly known as "reality alternators". Knowledge of the alternation process enables gang intervention workers and case managers to transform the reality and value structures that set gangs into violent activities as well as locking one into gang life. Such radical life changes make alternation the most powerful theory and methodology available to gang workers and case managers working with gangs (Berger & Luckman, The Social Construction of Reality, pages 157-161).

Community organizers unite inner-city residents into neighborhood organizations empowering them to deal with public and private sector policy decisions and actions impacting the neighborhood. This process finds the organizer gathering a large and representative cross sample of the area. The leaders that develop through this process undergo a life transforming experience in that they become expert at the exercise of power and how to use that power to overcome both public and private sector barriers to individual, family and community growth.

GIW's perform similar work in gang-impacted neighborhoods. The difference is that they focus specifically on building a gang peace and youth development infrastructure by uniting gang members and their families for these goals.

The leaders that emerge from this process are usually existent gang leaders with a lengthy history of profiting from their neighborhood's negative activities. The leaders' transformation through the alternating process finds them morphing into dedicated and effective peace makers. They lead their "homies" to the peace table with other gang members and gang leaders.

Local peace-building efforts that harness or embrace all of the gangs in a given geographic neighborhood are networked with neighboring peace networks. These networks develop into regional and multi-regional peace tables as they involve more gangs. For instance, the 1993 Watts Peace focused initially on the gangs within the Housing Authority properties, but soon came to include surrounding neighborhoods who sought the opportunity for a cessation of violence.

Stages of Alternation: Alternation occurs on both an institutional and individual level. In the world of gang peace mediation, the alternation process starts on the institutional level and then works it way down to the individual level.

Whether it is the alternation of a gang or an individual gang member, the alternation process goes through several stages of development, including:

- 1) **A License to Operate:** The gang workers secure the trust and support of the gang leaders and thus the members.

- 2) **Preliminary challenging and softening the reality:** The gang workers challenge the gang's need for warfare and the individual gang member's participation in gang life.
- 3) **Preliminary alternation/mediation:** Gang leaders agree to meet with hated rivals to begin discussing the end of warfare between their respective neighborhoods.
- 4) **Mid stage alternation:** The leaders actively participate in peace tables, and assist the gang intervention workers in reaching out to the gangs that are not at the table.
- 5) **Full group alternation:** The peace tables become multi-regional in nature and gang motivated warfare has ended.
- 6) **Full individual alternation:** The Gang workers refer individual clients identified through the peace process to case managers who develop case plans to transform the individual lives. Grief relief counseling frees individuals from the post traumatic stress disorder stemming from years of urban violence. Drug rehabilitation, vocational training, entrepreneurial development, etc. are just some of the services that further the life transformation.

The result is more than just pacification. Total alternation means a complete change in values and life styles. The majority of the gang members stop the gang warfare. As the years of hate and violence move into the background, the gang members go through life transforming processes through case management and mentoring.

The central role of gang intervention workers (GIWs) in addressing these barriers is that of a mentor. They guide gang members into the steps to take and values to embrace in order to achieve alternation. GIW are natural mentors because of their own experiences with exiting gangs. Their recovery provides insight into the thinking and actions of gang members. This insight includes the "love" commitment made to gangs, and how daily violence and trauma induces post traumatic stress disorder (PTSD). PTSD can generate the chemical abuse, anxiety, and rage that typifies gang life. This insight helps GIW form bonds of trust and respect - the license to operate - with gang members.

GIW's use this license to mentor gang members into alternation. Alternation - or cognitive reframing - is the primary objective of GIWs because it allows the reclamation of gang members and redirection to positive life outcomes. Mentors foster alternation by annihilating gang mentality and teaching gang members new and independent ways of thinking about operating in society. GIWs then refer clients to case managers, and see to it that clients follow through by formulating and implementing a case plan that eliminates barriers that are keeping the client from exiting gangs.

Because breaking the gang's hold is initially a destabilizing experience, the GIW must establish alternative support systems for alternating gang member to embrace. Options may include providing support groups for exiting gang members. Using alternatives of the 12-step recovery methodology, GIW's turn exiting gang members into missionaries motivated by the change to reclaim other gang members. A second strategy is to help the parents of recovering gang members through parenting classes. The resultant strengthening of the family unit makes it an emotional support system that replaces the gang.

There is one further step where alternation is relevant and necessary. That is alternating the neighborhoods where gang members live and operate. It's necessary to transform the socio-economic conditions that give rise to the formation and continued existence of gangs. It is essential to build in a community organizing that would include both youth organizing and adult organizing components.

This action would accomplish several things:

- 1) Youth Organizing would provide a structural mechanism or outlet for "recovering" or "alternating" gang members to engage in positive constructive collective action that would be healing to the individuals, as well their parents and the larger community. This would provide a supportive group activity that could substitute for some of the attractive collective elements that the gang experience provides. Moving gang members out of the collective experience of the gang - which obviously has some positive group support elements - into a very individualized alternation model would be necessary, but not sufficient for a full alternation process. A community organizing component would be complementary, not mutually exclusive, with the final steps of the process described above.
- 2) Separate but complementary community organizing by adults in the community could:
 - a) Provide allies for youth organizing projects seeking to change a whole range of conditions of direct self interest concern to young people;
 - b) Incorporate support groups for parents of current & alternating gang members; and
 - c) Do "traditional" community organizing to change larger neighborhood conditions (employment opportunities, education, housing, public safety, etc.) that breed gangs in the first place.

An added note, is that there is growing hard empirical evidence that crime, violence and other negative indicators—including drug use, teen pregnancy, school drop outs, etc—are reduced when social capital is increased, while positive outcomes rise, such as health and mental health, educational attainment, and civic participation. A very effective way to generate social capital is through community organizing.

A community organizing component that includes both youth and adult projects is an essential piece of the alternation strategy.

A Review of Service Types

Phase II of this study included a review of gang intervention strategies in the Los Angeles area and elsewhere across the Country. That review yielded four types of intervention approaches. Each attempts to create the individual or group change described above through rather unique strategies. The approaches are:

- The Community Control model refers to programs that stress controlling violence through a strong police presence. The primary partners are local and regional Law Enforcement offices, Probation Officers, and prosecutors. In most cases, community organizations, including individuals who are considered street-smart, are used as

- intermediaries and to let youths know that continued violence will result in immediate and heavy pursuit and prosecution.
- Hard-core Intervention programs are designed to work with youths to reduce the immediate causes of violence. Generally, street workers attempt to broker peace between warring factions, or intervene prior to any occurrence of violence. The peace-building process takes the mediation a step further by building on the relationships with gang leadership to create any of various types of cessation to violence. Peace Treaties, truces, cease fires and other relationships are used to describe a process to manage violence by eliminating or reducing violence, often before it happens. The Workers will manage a regular meeting (or act through “shuttle diplomacy”) to mediate between neighborhoods. Typically, these workers are ‘street-savvy’; oftentimes, they can be former gang members.
 - Community Service: describes programs that support personal development of current or potential gang members. In these cases, the outreach effort is often designed to let violent or criminal youths understand that they are being targeted for arrest and prosecution, and that participation in some form of personal development will offset the potential punitive actions. In other cases, community service providers will work with targeted youths to access various types of support, including counseling, job readiness, academic support, mental health counseling, family support and other related services. Staffing can often include a mix of street-savvy individuals who conduct outreach to well-trained and educated therapists.
 - Community-building: These programs work to improve the overall livability of their community. Programs include economic development in partnership with job preparedness. Community maintenance may also be included in these programs.

It should be noted that most programs included a combination of all four types of programming. Most common are the Community Control and Community Services approaches, which to varying degrees are found within almost all of the programs reviewed. Another way to look at this interrelationship is that, while local communities may want to focus on preventing gang violence by interrupting the flow of youths into street gangs and reclaiming those who are already in, nonetheless, there is a need to manage those who are currently members of these gangs and continue to engage in violent acts.

In addition, there is a refinement on the Hard Core approach that is best characterized as a “Community Organizing” strategy. This strategy recognizes that at current resource levels, it is not possible to work directly with each gang member. Rather, Gang Workers interact with the leadership of each neighborhood, providing mentorship, guidance and alternatives to matching violence with violence. Often, it is a matter of gaining the trust of the gang leadership that in the event of conflict, they will contact a Gang Worker before striking out against the other. While this concept was also found in other locales, most notably Chicago, it was only in the local arena that this refinement was specified.

The Community Service model is, metaphorically, the Carrot. Services include the following:

Case Management is used to define an overall picture of a youth's preparation to function in the larger society. Individual interests, risk factors, and environmental conditions are used to create an individual profile. Personal achievement is used to set a plan for establishing and achieving one's life goals. Treatments can include testing for learning difficulties, life skill training, job preparedness, counseling, substance abuse treatment/counseling, and educational attainment. Case Managers will work with the client to map out the best ways to achieve the designated goals, and then monitor progress toward that end.

Job Development, training and placement: For many gang members, particularly those 17 years and older, getting a job is the end all. Not only does it provide an opportunity for stability, jobs also offer an alternative to the violence is usually an accents to the underground economy. As Father Greg Boyle is renowned for stating, "Nothing stops a bullet like a job." However, given the economic state of the communities where gang violence is most prevalent, most youth do not have the opportunity to learn what it is like to have a job until later in life. Issues like showing up on time and every time, dressing appropriately, knowing how to interact with customers, are all relatively foreign concepts to anyone who has little practice in these capacities.

Likewise, many employers are reticent to hire gang members. Tattoos, sagging clothes and other physical elements of the gang lifestyle do not mix well in professional environments. Many youth need an appropriate environment to see the benefits of working and earning a living, which will in time prompt them to change their habits and presentation to more appropriate demeanors. Job placement programs recognize that entry level options must also be accepting of the youths and the obstacles that they face, and provide some tolerance of them. While it is not expected that employers should coddle their employees, job placement is critical in matching each youth to the right opportunity.

Ultimately, there are simply not enough jobs to go around within the confines of the communities where the most serious gang violence is found. Many areas still reel from the devastation caused by the industrial flight of the early 1980's. Regional planners continually point to the disconnect between the locations of the workforce and the jobs. For young men and women who are looking for their first job, regardless of their circumstance, finding that job can in itself be a very disheartening experience. The need to promote job development in these areas of the City, ala the Community Development model, is promoted by many service providers.

Life Skills: Many youth never receive a functional understanding of what it takes to live day to day, let alone thrive - Most are in survival mode. Many factors contribute to this condition, including the inability of parents to provide adequate guidance throughout the youth's life development, a feeling of hopelessness and helplessness, lack of positive role models at later developmental stages, and the lack of opportunity to practice living in the real world. Life skill curricula typically include the most common sense, day to day behaviors that these youth have not learned. Communication, responsibility, money management, and other concepts are laid out, usually in very straightforward, language. Generally, life skill curricula provide the tools for one to simply survive in the larger world outside the neighborhood.

Parenting: Through the intervention process, it is often discovered that parents and youth function in a weakened family structure with little or no parental control or oversight. Often, teens or even younger children run the family. In these situations, the youth often receive their emotional support and other perks from the gang who have displaced the family in this network of guidance and support. Parenting training enables the parent(s) to resume/assume control of the family unit and become a positive factor in moving their children past the gang and other negative street life. Parenting training mimics life skills training in many ways, while focusing primarily on family dynamics. Communications and internal responsibilities are prime components of these programs. Goal setting, joint decision-making and other practices are used to build a family's resiliency while helping them as a unit to thrive despite obstacles.

Crisis Response/Grief Therapy: The City of Los Angeles has established a cadre of volunteers whose sole responsibility is to respond to the scene of violent events. In addition to gang shootings, Crisis Response teams assist at fires, serious traffic accidents, or other traumatic events. Responders will interact with victims, witnesses or family members who may be emotionally impacted by the occurrence, and where necessary help provide access to follow-up care.

Findings and Recommendations

The following section relates improvements to the current system of gang intervention as provided by the City. Current City expenditures cover less than two or three percent of active gang members. The mediation activities cover more, since the focus is on the group rather than the individual, yet best estimates are that only a quarter of gangs are currently engaged by a gang intervention program on a regular basis. In general, these recommendations are intended to create efficiencies and improve the effectiveness of these services.

Layered Services: The Case for Networking

Earlier it was noted that the City provides a number of distinct services to residents through a rather uncoordinated process. Included are hard core gang intervention, case management, parenting, academic enrichment, after-school recreational and social programs, job readiness and placement, mentoring and others.

The line between prevention and intervention is often blurred because youth do not fall easily into classifications of gang member or wanna-be by age or grade in school. So, while Middle Schools are the homes to many active gang members, programs like Bridges I tend to be prevention-focused.

Within intervention specifically, while a need exists to help alter both the individual and group, funded agencies struggle to do one or the other well, while attempting to do both with the same funds can impact the quality of either. As a result, the ultimate outcomes also become diluted.

Recommendation 1: The City should focus current Bridges II resources on hard core intervention. Contracted agencies should be encouraged to adopt a community organizing component to their hard core unit that would provide reclaimed youths the opportunity to redirect their inherent leadership capabilities to the benefit of the larger community. A

network of case management and job training programs should be created and expanded at least to those areas covered by City gang intervention contractors. If possible, one agency or department should be used for this purpose; however, it is possible that the network can include both the agency and nonprofit service providers for these strata.

Recommendation 2: Each agency funded by the City should be required to submit an annual workplan that identifies the gangs that they will be working with in the coming year. The workplan should outline a plan for the year with each gang that follows the following stages of work:

- Establish relationship with gang
- Established License to Operate
- Individual Reclamation of youth
- Mediation/Peace Process
- Peace Table Participant
- Maintenance of relationship and peace

The workplan should identify, by neighborhood, their current status and where the agency intends to get over that year.

As part of the plan, every known gang should be identified, even though the agency might not have intentions or resources to work with that group during the upcoming year. Nevertheless, this will give the City a better idea of the level of gang activity across the City.

Recommendation 3: The City should examine all funding to nonprofit agencies whose service target the 14 to 24 age group to see that opportunities exist to include gang-involved youths. Where services include outreach to high-risk youths, contracts for service should be modified to include the City contracted intervention agencies.

Staff Qualifications - As the City's intervention services vary, so do the qualifications of their staff. All programs include a mix of former gang members, where the balance reflects an orientation toward individual or group reclamation. While each agency should be left to determine who specifically is best-suited to conducting hard core intervention, there are nonetheless some issues regarding staff qualifications

Recommendation 4: Agencies conducting hard core intervention under contract to the City should adhere to the following:

- All staff should be subject to a background check. Sex crimes or crimes against minors should be cause for exclusion from hiring.
- Any current or potential staff member currently on Probation or Parole should officially notify their Parole or Probation Officer regarding their intent to work in this field.
- All staff should have at a minimum a High School diploma or GED.
- The City should continue to require that each staff member complete the Youth and Gang Violence Intervention Specialist Training Program (Certificate Program) within their first year of employment.

- All staff should be required to complete at least 20 hours of training annually. Post-secondary education in a related field can qualify for this requirement.

Compensation-In the 2003 RFP, the City established an average compensation level for Intervention Workers. While this target served for planning purposes, it was disregarded by agencies after the fact, so that resources could be maximized (See “Scale, below). As a result, both salaries and fringe benefits vary greatly. In many cases, the low level of compensation negatively impacts the quality of services as trained, effective gang workers leave to pursue better paying opportunities. Likewise, minimal compensation negatively affects the relationship with peers in other sectors. Finally, minimal compensation can enhance the lure of the underground economy.

Recommendation 5: The City should, in concert with contracted gang intervention agencies, establish compensation ranges for Intervention Workers and supervisory personnel. These ranges should consider work and volunteer experience, completion of the Certificate Program, other personal advancements, and other factors to be mutually determined. The same process should be conducted for fringe benefits, with a differing scale similar to the City’s Living Wage Ordinance. This negotiation should be conducted to correspond with the City’s annual budget process.

Scale Issues-The level of investment in gang violence reduction does not allow adequate coverage of the City’s major crime hubs. While the focus on hard core intervention, combined with the planned approach proposed above creates greater efficiencies in this investment, there will nonetheless be a shortfall that will prohibit coverage to identified hot spots. An approach to this shortfall is to allow each gang intervention program to operate complementary components that at once establish a peace process while attending to the on-going violence among those neighborhoods who remain outside the core formal program. Specifically, a cadre of staff from each agency should concentrate on ‘putting out fires’, that is, responding to random violence as they do now. A part of this effort will be to begin the process of building relationships with these neighborhoods that can later provide entree to the planned process identified earlier.

Recommendation 6: In advance of a better estimate of the number of gang-involved youths, funding for intervention should be doubled. In subsequent years, as Annual Workplans are developed, the City can adjust resources accordingly.

Evaluation: Certainly, it is important to identify the outcomes from the investments asked of the City. There are two forms of outcome measures that can be employed. Individual reclamation can be measured by the effectiveness of various treatments, including counseling and life skills training (criminal conduct, recidivism) and job training/placement ((job retention). The group process can be evaluated by trending gang-motivated criminal activities in the areas targeted through the Annual Workplans.

Recommendation 7: The City should create an evaluation component that will provide on-going monitoring and evaluation of City-sponsored programs, including follow-up of case managed and other clients. As well, conduct regular assessments of the change in

levels of gang-motivated violence relative to the planned activities of the contracted gang intervention agencies.

Key Points in Street Gang Patterns and Policies:

The last three pages of the book list six suggestions for gang control policy that represents our summary views on the matter. After reviewing the book, I would highlight the following:

Definitions—of gang, of gang membership, of gang crime—matter! It's critical to have a clear consensus on these definitions. Conceptual definitions need to be articulated in an operational form so that they can be applied with reliability for program targeting and evaluation purposes.

Interventions must be informed by reliable, local data and an awareness of the patterns evident in generic (research) data. Sole reliance on law enforcement data would be a limitation. Policies based on conventional wisdoms, ideology or political considerations will be less successful than those based on clear understandings of local and generic gang information.

There are a multiplicity of possible goals for gang control programs and policies—individual, group and community goals as these are related to prevention, intervention and suppression goals. Goals should be clearly articulated and program models carefully matched to the goals. Avoid programs that are narrow in scope, but beware the highly complex, comprehensive models—these require very close attention to implementation. “Make it like the picture.”

We advocate very careful targeting of programs and clients and maintaining the focus on gangs rather than delinquency more generally. Placing programs in locations demonstrating highest need and targeting youth most at risk for joining gangs is important. Programs should recognize peak joining ages (13-15), substantial female participation and gang-specific risk factors. Our review identified peer networks, non-delinquent problem behaviors, attitudes toward delinquency and parental supervision as key risk factors. Recognizing the strong, independent effects of gang membership on crime, intervention with lower risk youth, or those less gang-involved, will produce less crime reduction.

Over-reliance on law enforcement and suppression should be avoided, and increased attention paid to community contexts, group process and gang structures. The variety of gang structures and their fluidity should be recognized. Important also are group processes—the situational character of leadership, shifting levels of cohesiveness and varying commitments to the gang. Finally, gang control efforts should appreciate neighborhood processes, including informal social control and social organization.

OPERATIONS												
Program	Ages Targeted							Program Type	Target Population	Program Location	Service Types	Bilingual/Bicultural
	0-2	3-5	6-10	11-14	15-18	19-25	Adult					
Boston				X	X	X	X	Prevention Intervention Suppression	Gang Members Parents Community	School-based Community-based Located in a Service Center In the streets	Academic Support (E.g., tutoring) Personal Growth (Mentoring) Job readiness Re-Entry Parent Support Indiv. Counseling Family Counseling Community Organizing Community Mobilizing Community Ed. campaigns Short-term violence mediation Organized peace- building Leadership Develop. Quick-response teams Multi-tiered saturation Zero Tolerance Reduced gun availability	Yes
Barrios Unidos		x	x	x	x	x	X	Prevention Intervention	Elementary school, Middle school	School-based Community- based	Academic Support (E.g., tutoring) Personal Growth	Yes

									High School Out-of-School youth Gang Members Pre-gang members Non-gang members Parents Community members School Personnel, Gangs	Home-based Located in a Service Center In the streets, prisons	(Mentoring) Job readiness Re-Entry Parent education, Parent support, Individ Counseling Family Development Comm. Organizing Comm. Mobilizing Comm. Ed. campaigns Short-term violence mediation, Organized long- term peacebuilding, Leadership Devel. Reduced gun availability Economic Devel.	
Chicago					X	X	X	Prevention Intervention	Middle school High School Out-of-School youth Gang Members	Community- based Located in a Service Center In the streets	Academic Support (E.g., tutoring) Personal Growth (Mentoring) Job readiness Re-Entry	Yes

									Pre-gang members Parents Gangs (group process) Community members School personnel Clergy Gangs		Parent Support Individ. Counseling Family Counseling Comm. Mobilizing Comm. Ed. campaigns Short-term violence mediation Organized peace-building Leadership Develop. Zero Tolerance Reduced gun availability	
CIS				x	x	x	X	Prevention Intervention	Active and former gang-affiliated	Schools Streets	Academic Support (E.g., tutoring) Personal Growth (Mentoring) Job readiness Re-Entry Parenting Ed. Parent Support Individ. Counseling Family Counseling Family Development Comm. Mobilizing Comm. Ed.	Yes

											campaigns Short-term violence mediation Organized peace- building Leadership Develop. Law Enforcement Quick Response	
We Care Misistries							X	Intervention Prevention	Middle School High School Out-of-school Gang members Pre- gang members Parents, gangs	School, home Community, Center, streets	Parent support, Community organizing, Community mobilizing, Safe passage	Yes
Unity II			X	x	x	x	x	Prevention Intervention	Elementary, Middle & High school, out-of-school youths, Gang members, pre- gang members, non- gang members, community members, school personnel, gangs	School, Community, Home, Center, streets and prison	Academic Support (E.g., tutoring) Personal Growth (Mentoring) Job readiness Re-Entry Parenting Ed. Parent Support Individ. Counseling Family Counseling Family Development Comm. Mobilizing Comm. Ed. campaigns	Yes

											Short-term violence mediation Organized peace-building Leadership Develop.	
Toberman Settlement House			x	x	x	x	x	Intervention Prevention, reclamation	Elementary, Middle & High school, Out-of-school youth, gang members, parents, gangs	School, community, home, center, streets	Academic Support (E.g., tutoring) Personal Growth (Mentoring) Job readiness Re-Entry Parenting Ed. Parent Support Individ. Counseling Family Counseling Family Development Comm. Mobilizing Short-term violence mediation Organized peace-building Leadership Develop.	Yes
KUSH			x	x	x	x	x	Intervention, Prevention	Elementary Middle High school, out-of- school youths, gang members, pre-	School, community, home, service center, streets	Academic Support (E.g., tutoring) Personal Growth (Mentoring) Job readiness Re-Entry	Yes

									gang members, non-gang members, parents, community members, gangs		Parent Support Individ. Counseling Comm. Mobilizing Community Organizing Short-term violence mediation Organized peace- building Leadership Develop.	
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ADMINISTRATION						
	Single or Multi-service	Multiple Agency Required	If so, why	Funding Flexibility	Participant Involvement in planning and design	Participant Recruitment for staff positions
Boston	Multiple	Yes	By design	Yes, based on need and funder approval	Yes	Yes
Barrios Unidos	Multiple	No	By design	Yes	Yes	Yes
Chicago	Multiple	Yes	By design	No		Yes
CIS	Multiple	Varies	As needed	Yes	Yes	Yes
We Care Ministries	Multiple	YES	By design	No	Yes	Yes
Unity II	Multiple	Both	By design	No	Yes	Yes
Toberman Settlement House	Multiple	Both	By design	Yes	Yes	Yes
KUSH	Multiple	Both	By design	Yes	Yes	Yes

EVALUATION					
	Data/research used in program design	Goals and objectives are clearly articulated	Are annual reports required	Which tools are used for measuring Program Impacts	Are evaluations internal or 3 rd -party
Boston	Yes	Yes	Yes		Yes
Barrios Unidos	Yes	Yes	No	Outcome targets, monthly monitoring, field monitoring	Yes
Chicago	Yes	Yes	Yes	Shootings Comm. Responses to shootings # Faith-based leaders participating Court appearances (w/ clients) # of Safe Havens established # of home visits Amt. of public ed. Matl's distributed # of comm.. activities # of coalition members and meetings held # of mediations (Interruptors) # referrals (indiv. develop. svcs.) # of staff trainings	Yes (Internal monitoring and evaluations also conducted)
CIS	Yes	Yes			Yes
We Care Ministries	Yes	Yes	Yes	Crime stats, parent input	No
Unity II	No	Yes	Yes	Crime stats: Homicides, shootings, graffiti	Yes
Toberman Settlement House	Yes	Yes	Yes	Homicide and assault stats (LAPD), observation, case management outcomes	Yes
KUSH	No	Yes	Yes	LAPD gang crime stats, case management outcomes, local studies of community peace-making events	Yes