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GRANT MANAGER'S MEMORANDUM, PT. I:
PROJECT SUMMARY

☐ GRANT ☒ COOPERATIVE AGREEMENT

PROJECT NUMBER

86-JS-CX-K027 (S-2)

- ☐ This project is supported under Title I of the Omnibus Crime Control and Safe Streets Act, 42 USC 3701, as amended.
- ☒ This project is supported under the Juvenile Justice and Delinquency Prevention Act of 1974, as amended.
- ☐ Other:

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3a. TITLE OF PROGRAM

Targeted Outreach Programs with Gang Prevention/Intervention

3b. POMS CODE (SEE INSTRUCTIONS
ON REVERSE)

CP

4 TITLE OF PROJECT

5 NAME & ADDRESS OF GRANTEE

Boys Clubs of America
771 First Avenue
New York, New York 10017

6 NAME & ADDRESS OF SUBGRANTEE

7 PROGRAM PERIOD

10/1/83 - 4/30/89

8 BUDGET PERIOD

7/1/86 - 4/30/89

9 AMOUNT OF AWARD

\$86,729

10 DATE OF AWARD

April 10, 1989

11 SECOND YEAR'S BUDGET PERIOD

12 SECOND YEAR'S BUDGET AMOUNT

13 THIRD YEAR'S BUDGET PERIOD

14 THIRD YEAR'S BUDGET AMOUNT

15 SUMMARY DESCRIPTION OF PROJECT (See instruction on reverse)

The purpose of this program supplement is to develop Boys Clubs prototypes with Targeted Outreach Program directed to gang prevention and intervention through a four stage development process: (1) Identification and assessment of program approaches; (2) Prototype development based on the existing approaches; (3) Development of training and technical assistance materials to transfer the prototype designs and (4) Testing of the prototypes.

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APR 25 1989

ACQUISITIONS

TARGETING PROGRAMS FOR DELINQUENCY INTERVENTION
WITH AN EMPHASIS ON GANG PREVENTION/INTERVENTION

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Overview

Boys Clubs of America, in cooperation with the Office of Juvenile Justice and Delinquency Prevention, wishes to involve fifty (50) Boys Club/Boys & Girls Club Units in implementing programs aimed at the secondary level of intervention using the TARGETED OUTREACH principles of delinquency prevention. The TARGETED OUTREACH Program, which has successfully demonstrated its effectiveness in delinquency prevention and intervention, will be extended three years to incorporate the issue of youth gang prevention/intervention. Thirty five (35) youngsters per Club, or one thousand seven hundred and fifty (1,750) youth "at-risk" of being attracted to youth gangs and/or displaying delinquent behavior patterns will be served through this initiative. To recruit these "at-risk" youth, two hundred (200) formal linkages with referral agencies will be created. To make these steps possible, twenty (20) training events will be conducted for two hundred (200) professional staff.

Five (5) Boys Clubs/Boys & Girls Clubs will be selected to serve as gang intervention test sites. Each site will develop a gang intervention program model to address the specific needs of its constituency and location. The gang intervention program will base its efforts on recommendations stemming from a National Symposium on Gang Prevention used in conjunction with the principles of delinquency prevention developed by Boys Clubs of

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America and the strategy of youth development we have implemented so effectively through TARGETED OUTREACH. Another thirty-five (35) youth per Club (175 in total) will benefit from the more intense delinquency intervention methods employed by these five sites.

Insight into TARGETED OUTREACH

With an Emphasis on Gang Prevention/Intervention

The Need

The literature on gang prevention and intervention continually stresses the need for intensive prevention programs:

"What breeds gangs is young people who are poorly educated, come from communities where oftentimes adults have not had an opportunity to get a decent job, come from communities where it is frequent to see individuals who are openly involved in illegal activities making a great deal of money. But primarily, I think, it's because these young people don't have an alternative."

Ron Herdon, Co-Chairman of
the Portland Black United Front
Metropolitan Court Judges Committee Report

"Poverty, poor education, dysfunctional families, negative role models, and little, if any hope lead juveniles to gangs and drugs. We must understand that education for the sake of prevention is our greatest hope".

Chris Baca, Director of
Youth Development, Inc.
Albuquerque, NM
JUVENILE JUSTICE BULLETIN

Irving Spergel, professor at the University of Chicago School of Social Service Administration and head of a three-year effort funded by the Office of Juvenile Justice and Delinquency Prevention to uncover successful strategies in dealing with the gang problem, states that the gang problem is more serious than it has been in a number of years. "There was a period in the '70s when gang activity was quite low. It was fairly high in the late '60s, but now is the worst period that has existed since before World War II."

Edward Muir, chairman of the United Federation of Teachers School Safety Committee in New York City, holds, "Two involvements that we see with gangs today that are particularly frightening are drugs and firearms. The influence of drugs and weapons is something that has really hyped the youth gang danger

far out of whatever problems we faced with similar groups in the past. They are becoming a very dangerous threat to society."

Gangs In Schools, published by the National School Safety Center, indicates that gangs have become "highly organized criminal organizations whose operation span the nation." Drug trafficking, vandalism, extortion, arson, theft, assault, and murder can be consequences of gang infiltration. Smaller suburban areas are now discovering that gangs are spreading to previously "quiet communities."

A recent feature story in **Newsweek** magazine identified nearly 50 localities where gangs are spreading drugs and violence from large urban areas to smaller cities and even rural areas of the country.

According to Spergel, "Some of the community-based organizations are running gang prevention programs... to reach the younger ones before they get into serious trouble. There is some evidence that this approach has been successful. We just don't have many programs.

"If you are going to deal with the gang problem... you have to reach out and get involved in the community in various ways. It has got to be a program which involves the kids after school and gets out to the homes and coordinates with local community agencies, certainly with police. That will require specialized efforts to target the kids that are about to become involved, or

that are actually involved and provide a two-fold strategy. One is a support and remedial strategy for the kids that are failing in school and the other has to be a supervisory effort of police involvement, particularly with these kids out in the community. It has to be a strong, structured approach."

Boys Clubs of America's TARGETED OUTREACH Approach

Achievements

Boys Clubs of America has a history of 128 years of commitment and service to "at-risk" youth. The National Boys Club Movement of 1,100 Clubs serving 1.3 million boys and girls is the only national, private youth organization in the country with the history of proven experience, capability and commitment necessary to organize a major effort to prevent juvenile delinquency and help limit the spread and expansion of youth gangs.

Through the TARGETED OUTREACH Program, Boys Clubs of America has successfully demonstrated that it can affect the outcome of youth who are at risk of becoming delinquent. As a result of funding provided by the Office of Juvenile Justice and Delinquency Prevention and the Frances L. and Edwin L. Cummings Memorial Fund over the past four years:

10,000 "at-risk" youth who otherwise may never have received services have been recruited and mainstreamed into the programs of participating Clubs.

Over 1,000 new linkages with outside community organizations have been formalized.

38% of all youth referred through the schools improved their school performance .

94% of the "at-risk" youth involved in the TARGETED OUTREACH Program have not had a reinvolvement with the juvenile justice system for two years after joining the Club.

Clubs involved in TARGETED OUTREACH have raised over \$2,000,000 from the private sector to continue to provide services to "at-risk" youth.

TARGETED OUTREACH has made a significant impact on the lives of "at-risk" girls and boys throughout the United States. The Clubs have formalized linkages with local juvenile courts, police departments, schools and other youth serving agencies and organizations. Young people from ages 12-18 who are "at-risk" of becoming delinquent are referred to the Club through a formal process and integrated into the Club activities and programs. The TARGETED OUTREACH "case management system" tracks their

progress and participation and supplies the data Clubs need to provide additional individual service.

History

TARGETED OUTREACH is one of the latest developments in a series of progressive steps undertaken by Boys Clubs of America over the past 15 years to expand services to youth from disadvantaged circumstances.

In 1972, Boys Clubs of America adopted the Youth Development Strategy. Based on studies done at the University of Colorado, the strategy encourages Clubs to provide developmental programs for youth rather than waiting to address remedial or rehabilitative needs.

BCA played a key leadership role in developing support for the Federal Delinquency Prevention Act of 1974. In 1975, the booklet, "Alternatives To Delinquency Prevention," a monograph of thirty-six (36) successful Boys Club prevention and intervention programs, was produced and distributed to Clubs nationally.

In 1976, BCA conducted workshops in all its regions to help Clubs respond more effectively to Law Enforcement Assistance Administration (LEAA) requests for proposals. In the same year, BCA took a leadership role in developing a demonstration program for the National Collaboration for Youth. The purpose of this

program was to form advocacy groups to deinstitutionalize status offenders.

In 1977, OJJDP awarded BCA major funding for a three-year period. Under the title "Boys Clubs of America Delinquency Prevention Demonstration Project", more than twenty (20) different programs in nine Boys Clubs were field-tested.

During this period, Boys Clubs of America devised ten delinquency prevention program principles to guide Clubs in planning and implementing programs for "at-risk" youth. The program principles summarize the elements common to successful prevention programs. The "case management system," developed in cooperation with the Westinghouse National Issues Center, also evolved at this time.

The BCA Task Force on Inappropriate Detention was created in 1981, with technical assistance provided by OJJDP. The BCA National Board of Directors unanimously adopted a program statement on "Boys Clubs and Inappropriate Detention of Juveniles." This was followed by a one-year grant from the University of Illinois to help Clubs combat the problem of inappropriate detention by establishing an emergency response system for youths who were "at-risk" of being inappropriately detained.

Ten metropolitan area clusters consisting of eighty (80) Clubs undertook BCA's Targeting Programs for Delinquency Intervention

(TARGETED OUTREACH) Program from 1984 to 1986. Through this program, 4,525 "at-risk" youth, an average of fifty-six (56) youth per Club, were recruited. This was 775 more youth than the original goal of 3,750. Formalized linkages were established with 335 community youth-serving agencies and organizations. Over \$627,000 was raised by the involved Clubs to continue their delinquency intervention efforts. Clubs demonstrated to potential funding agencies that positive change in the behavior of young people was possible by utilizing the quantitative data collected through the TARGETED OUTREACH "case management system."

In 1985, the Edwin L. and Frances L. Cummings Memorial Fund granted BCA additional funding to expand the TARGETED OUTREACH Program to thirty-two (32) Clubs in New York, New Jersey and Connecticut. Boys Clubs involved in this project recruited 1,701 "at-risk" youth, established linkages with 230 community agencies, and raised \$467,750 to continue, refine and expand the TARGETED OUTREACH Program.

Boys Clubs of America received the first ever "Administrator's Award for Excellence" from OJJDP in 1985 at a Congressional Breakfast in Washington, D.C.

Because it surpassed all the goals set by the Federal Office of Juvenile Justice and Delinquency Prevention, BCA was awarded a continuation grant to work with Clubs in ten additional metropolitan areas. In addition, to enhance delinquency

prevention/intervention efforts, the Office of Juvenile Justice and Delinquency Prevention awarded BCA a grant in September 1987 for fifty (50) TARGETED OUTREACH Clubs to be trained in SMART MOVES, BCA's drug and alcohol use and teenage pregnancy prevention program. Clubs are currently implementing both TARGETED OUTREACH and SMART MOVES, and the results received thus far from the field have been very positive. This cycle of the program will conclude December 31, 1988.

Fundamentals of the Boys Club Approach

Clearly, Boys Club of America has an exemplary track record in delinquency prevention/intervention and juvenile justice programming, and it has amassed vast experience in responding to this complex problem.

The state of the art technology can be used by Boys Clubs for effecting delinquency/intervention and gang prevention through TARGETED OUTREACH programming. It is BCA's belief that several behavioral theories have particular relevance for the work of Boys Clubs as they address the problem of delinquency and gang prevention.

Bonding and Control Theories - These theories hold that most youth stay out of trouble most of the time because they are bonded to accepted norms of society. Involvement in important activities,

influence of another individual and belief in the moral validity of the social rules are equally critical because they reinforce each other.

Opportunity and Strain Theories - These theories hold that in our society most people desire the same goals but our systems and institutions often deny many young people access to the means of getting these results legitimately. As a result, illegitimate means must be resorted to by some so as to accomplish chosen goals.

Labeling and Self-Fulfilling Prophecy Theories - These theories hold that we see ourselves as we think others see us and we tend to live up to the expectations others have in us. Treating youth as responsible, independent and useful individuals can inspire them to acquire these qualities.

BCA believes these theories of behavior can be very successfully implemented through the careful programmatic application of the Youth Development Strategy which stresses the enhancement in the individual of a personal sense of:

Usefulness - by doing something of value for others;

Competence - by learning to do something well that is so recognized by others as significant;

Belonging - by knowing one is accepted and appreciated in a variety of settings such as the family, the school, community, work, the Boys Clubs;

Influence - by being listened to, cared about and having the opportunity to make decisions in the groups to which one is attached.

When a youngster can participate in programs where opportunities exist, his/her self esteem is enhanced and he/she is insulated from the negative forces that could derail him/her from positive social development. The youngster can stake out a meaningful role in life via the Boys Club, family, school, community and work setting that is so highly valued as to discourage deviant behavior, and/or gang involvement. Through the TARGETED OUTREACH training, BCA teaches Club staff how to develop Club programs so that they incorporate the Strategy for Youth Development.

It was Boys Clubs of America's experience with delinquency intervention that it was not the program model that was critical to a successful prevention effort but rather the application of this common set of program principles. (Addendum A)

BCA: The Choice for A Gang Prevention/Intervention Program

Boys Clubs of America is the ideal national organization to engage in such a continuation because:

- of its long-time history of involvement and successful accomplishments in the field of delinquency prevention/intervention and with major problems affecting the lives and development of young people;
- of the extent of its national network of more than 1,100 Boys Club facilities situated in America's largest metropolitan areas and communities heavily infiltrated with gang activities;
- of the "at-risk" population it serves --- predominantly males, who are from low income, minority, large families and single parent households, the very youth most likely to become involved in gang activity;
- Boys Clubs not only enjoy the trust of the population served, but they already have established linkages with other organizations

and groups which can be drawn upon;

- the staff and volunteer Board members who are key community business leaders are committed and highly motivated to provide the best possible program to those they serve;
- the facilities of Clubs are attractive and fully developed and their programs are steadily funded almost exclusively from private sources.

Work Plan

Boys Club of America will develop program applications to prevent and deter the involvement of "at-risk" youth with gangs, continue to prevent youth from becoming involved with the juvenile justice system and/or prevent a reinvolvement with the police after joining the Club. BCA therefore proposes a three year, \$1,095,363 plan that will expand and supplement the effectiveness of the TARGETED OUTREACH Program. The program will be expanded to three years in order to research and assess the problem, conduct a National Symposium, modify the TARGETED OUTREACH training, and allow Boys Club/Boys & Girls

Club staff adequate time to recruit and integrate new "at-risk" members.

Currently ten Boys Clubs/Boys & Girls Clubs already conduct effective gang intervention initiatives. In order to learn more about what works in these programs, National Staff will conduct on-site intensive visits to meet with community groups, interview youth and staff, and define the parameters of program models that are effective in combatting gangs.

The Boys & Girls Club of Chicago has developed an intervention network of community organizations including the police department, juvenile justice representatives, social service agencies, and community leaders. Agency representatives meet on a regular basis to discuss their roles and how each agency can have an impact on alleviating the problem. Since several of the Clubs are located in the center of gang activities, Club staff have been involved in both prevention and intervention. "Kids are being killed in the streets, and something must be done," says Renae Ogletree, Assistant Executive Director, Boys & Girls Club of Chicago. (Ms. Ogletree was formerly an Assistant Director of BCA's Delinquency Intervention Demonstration Program.)

In the Bronx, the Hoe Avenue Building has been open and available to gang members for fifteen years. Ralph Porter, Unit Director, comments, "The kids are in a completely different environment where they take pride in their Club, and in the

community. The Club is an alternative to the street." During his tenure, Ralph and his staff have worked successfully with over 600 gang members.

In Seattle, Washington, an individual was hired specifically to work with gang members and/or potential gang members . Ben Rhodeo, the Individual Services Director, works with youth in school, in the street, and in housing projects. They have found family involvement and family counseling a key in their work.

Utilizing the Youth Development Strategy and delinquency prevention program principles, BCA has learned that youth do have a viable alternative. Boys Clubs will provide the same reinforcement a youth gets from joining a gang only in a positive, socially acceptable manner: a sense of belonging, a sense of usefulness, a sense of competency, and a sense of influence. Based on the TARGETED OUTREACH model, each Club will develop primary prevention activities, small group programs and special event, which are culturally appropriated to the intended target population and integrated into the core Boys Club programs.

PROJECT GOALS

Goal One: Prepare and Distribute a Program Statement on the Boys Club/Boys & Girls Club Role in Gang Prevention.

The expansion of the TARGETED OUTREACH Program will begin by convening a national symposium on youth gang prevention in the Fall of 1989. The purpose of the symposium is to bring together researchers, juvenile justice practitioners and Boys Club professionals to share research findings, knowledge, experience and expertise in gang prevention techniques and strategies. Symposium participants will analyze several program models addressing gang prevention. Through small group discussion, recommendations for action will be developed. The TARGETED OUTREACH methodology of organizing community networks will be described to enable community groups to work with alienated youth who are at greatest risk of being recruited into gang-related activity.

At the National level, a gang prevention/intervention specialist will be hired in lieu of an Assistant Director to conduct research, assist in developing the training model, organize training and provide technical assistance to Clubs. The individual hired will have had direct experience working with high risk youth.

As a result of the national symposium, Boys Clubs of America will develop a program statement that describes the problem, highlights program models, shares proven implementation strategies and presents recommendations for action for Club consideration. This statement will be provided to every Boys Club/Boys & Girls Club in the country and be shared with other major national youth serving organizations.

Objective 1, Month 1-3: To hire a full-time Gang Prevention/Intervention Specialist.

Objective 2, Month 4-5: To provide newly hired staff with an orientation of BCA, the Boys Club Movement, TARGETED OUTREACH and research conducted on gang prevention.

Objective 3, Month 1-3: To conduct an assessment of Clubs currently operating gang prevention/intervention programs.

Objective 4, Month 2-4: To review current literature and research findings to gain a broader knowledge base of the problem, gather information, and resources necessary for preparation of the Boys Clubs of America Youth Gang Prevention Symposium.

Objective 5, Month 3: To select a site for the Youth Gang Prevention Symposium.

Objective 6, Month 4: To develop a symposium program outline based on the symposium purpose and objectives.

Objective 7, Month 5: To identify and receive a commitment from 3-5 gang prevention experts, including educators, researchers, juvenile justice practitioners and prominent community leaders, and Boys Club professionals currently operating effective gang prevention/intervention programs. These experts will serve as speakers, sharing their gang prevention program models with participants at the National Symposium.

Objective 8, Month 6: To prepare a program announcement to all 1100 Boys Clubs/Boys & Girls Clubs across the nation, inviting them to participate in Boys Clubs of America's Youth Gang Prevention Symposium.

Objective 9, Month 7: To recruit a writer to develop and write the program statement on gang prevention.

Objective 10, Month 1-10: To organize a youth gang prevention symposium utilizing the guidelines outlined in the managers checklist. (Addendum B)

Objective 11, Month 10: To conduct a national Youth Gang Prevention Symposium involving fifty (50) concerned Boys Club professionals, community resource people, Board members and national staff, in addition to speakers and researchers. A scholarship of up to \$750 per person will be provided to assist

in offsetting conference participation costs (e.g. travel, room, board).

Objective 12, Month 10-11: To prepare a draft of the program statement on gang prevention. Disseminate the draft to program participants for their comments and recommendations. Based upon these recommendations, the final draft of the program statement on gang prevention will be produced. This program statement will describe the problem, incorporate proven program models, and make practical programmatic suggestions for Clubs to use in addressing the problem.

Objective 13, Month 14: To publish and distribute the Program Statement on Gang Prevention to all 1100 Boys Clubs/Boys & Girls Clubs, and to provide copies and promote availability of this resource to other organizations and groups affiliated with: The National Collaboration for Youth; The National Coalition of Crime Prevention; The National Association of Juvenile Court Judges; and The National Council on Crime Prevention.

Goal Two - Modification of TARGETED OUTREACH Training

Modification of the existing TARGETED OUTREACH training design will be made based upon the findings of the symposium, suggestions from National Staff members, and recommendations of professionals in the field. To help Clubs strengthen existing programs to appeal and hold the interests of referred youth, the

revised training will prepare Club staff to use "Commitment to Quality," Boys Clubs of America's newest program evaluation and planning instrument (Addendum C). This resource will enable Clubs to enhance the effectiveness of their existing programs and identify areas where new programs or services are needed.

In the past, all TARGETED OUTREACH Clubs participated in a marketing resource development workshop in the final year of the grant. Based on experience, BCA now plans to provide this workshop as part of the first training event. This will enable participating organizations to get an earlier start in developing fund raising plans and strategies for continuing the TARGETED OUTREACH Program.

In year two, a workshop, "Programming for 'At-Risk' Youth," will be conducted for program staff, Unit Directors and community representatives. This training will include gang prevention strategies, and methods for developing and expanding community outreach efforts. To support quality program implementation further, in year three each cluster will have the option to select and participate in specialized workshops available through Boys Clubs of America's training department. A sampling of the workshops includes: SMART MOVES, a drug and alcohol use and teenage pregnancy prevention workshop; Career Exploration; Crisis Intervention; Guidance and Discipline; and techniques for working with volatile youth groups.

Objective 1, Month 10-11: To gather and analyze existing materials and resources in addition to information developed during the national symposium.

Objective 2, Month 11-12: To modify the existing TARGETED OUTREACH model based upon research findings, and the knowledge and experience gleaned through the symposium.

Objective 3, Month 11-12: To work with Boys Clubs of America training staff to develop the new, revised TARGETED OUTREACH with Gang Prevention training syllabus.

Objective 4, Month 18: To revise the training syllabus for the second training event, "Programming for 'At-Risk' Youth."

Objective 5, Month 22: To develop topics for the third round of training to assist Clubs further with program implementation.

Goal Three - Development of In-Service Training Manual

Evaluation reports from Clubs indicate high staff turnover creates a major problem in conducting the TARGETED OUTREACH Program. To address this problem a special, programmed, in-service training manual will be developed. This manual will be designed to enable new staff at each Club to understand the goals and objectives of TARGETED OUTREACH from their own levels of comprehension at their own pace. Should staff leave, their

replacements will be able to effectively familiarize themselves with the program so that it can continue to function effectively. The course will include TARGETED OUTREACH theory, youth development strategies, networking, gang prevention program models, information from the symposium, managing the case management system, etc. These in-service training manuals will be disseminated to all TARGETED OUTREACH Clubs.

Objective 1, Month 12-14: To prepare, in cooperation with BCA's training staff, a draft of an in-service training manual.

Objective 2, Month 14-15: To distribute the revised in-service training manual draft to Boys Clubs of America's National Program Services Staff, National Program Committees and key Boys Clubs professionals for review and recommendations.

Objective 3, Month 16-17: To re-write the in-service training manual based upon comments and recommendations of Boys Club professionals.

Objective 4, Month 18-20: To provide Boys Club/Boys & Girls Club staff with the skills necessary to effectively utilize the in-service training manual. This will be accomplished in conjunction with the second training event.

Objective 5, Month 24: To distribute this manual to all Clubs (210) previously involved in TARGETED OUTREACH.

Goal Four - Formation of Clusters

Five clusters of ten Clubs interested in working together to receive training and technical assistance will be identified. The training to be provided will enable each Club to strengthen existing programs and services, and help develop new programs designed to prevent "at- risk" youth from being recruited into gangs.

Working in clusters provides an efficient approach to project management by making it possible for project staff to have optimal exposure to staff of involved Clubs with each trip. But beyond the obvious economy and efficiency, the cluster approach introduces a very positive set of dynamics to the entire process. It creates a measure of healthy competition among participating Clubs causing each to do its best. It stimulates creativity through group involvement and generates an exchange of a larger number of ideas. It increases the sense of importance about the endeavor because multiple numbers of Clubs are involved.

A Boys Club/Boys & Girls Club Organization will be selected to serve as a lead agency for each cluster. The lead agency of each cluster will serve as a conduit through which communications and details regarding the project can be channeled. The lead agency will be responsible for assisting with arrangement of appropriate facilities for training, and

providing on-going communication and logistical support throughout the implementation of the program. Clubs chosen to be lead agencies would receive grants of \$1,000 to assist in offsetting costs related to this function.

Objective 1, Month 3: To establish criteria for selection of Boys Clubs/Boys & Girls Clubs to participate in TARGETED OUTREACH with an Emphasis on Gang Prevention.

Objective 2; Month 4-5: To prepare a program announcement, invitation and mini-grant application for potential participant Boys Clubs/Boys & Girls Clubs.

Objective 3; Month 6: To identify clusters of Clubs by geographic region. Communicate with Regional Staff to confirm the selections.

Objective 4; Month 7: To select a lead agency in each cluster based upon recommendations from Regional Staff and previous performance in targeting programs for delinquency intervention.

Objective 5, Month 7-8: To follow up via telephone to clarify questions concerning the program announcement, invitation and mini-grant application.

Objective 6, Month 7-8: To receive a commitment from Clubs to participate in TARGETED OUTREACH with an Emphasis on Gang Prevention via a signed Letter of Agreement.

Objective 7, Month 21 & 22: Mini-grant application will be reviewed by project staff and modifications deemed desirable negotiated.

Objective 8, Month 23: Mini-grant awards will be announced to all participating clubs.

Goal Five: Formation of Five Gang Intervention Test Sites

In each of five regions, a Boys Club/Boys & Girls Club from a heavily infiltrated gang area will be selected a site to test the gang intervention program model. Each test site will place special emphasis on recruiting youth at a high risk of gang involvement, and integrating them into Club programs as regular members.

To qualify for selection, the Boys Club/Boys & Girls Club must have the following in place: a successful, active TARGETED OUTREACH program or a proven and tested gang intervention program; established, active linkages with police, schools, community leaders, and social service agencies; a staff trained and experienced in delinquency intervention; and a willingness and ability to work with youth identified as gang members or at risk of becoming gang members. Awards of \$25,000 will be made to assist in offsetting program implementation costs for these Clubs.

Professional Boys Club/Boys & Girls Club staff from the gang intervention test sites will attend a specialized 2-3 day meeting to address their unique needs and concerns. Following the training, each site will design a program model based on the strategies resulting from the Program Statement generated at the Youth Gang Prevention Symposium. Key staff involved in the gang intervention test sites will also serve as TARGETED OUTREACH training associates. These individuals will assist National project staff in conducting a third TARGETED OUTREACH training event. Additionally, they will assist in providing technical assistance on-site and via the telephone.

Objective 1, Month 3: To develop criteria and procedures for the selection of gang intervention test sites.

Objective 2, Month 4-5: To work with appropriate Regional Staff to assist in the identification of site selection.

Objective 3, Month 6: To select five Clubs to serve as gang intervention test sites.

Objective 4, Month 7: To notify the five sites which were selected, and to have letters of agreement signed.

Objective 5, Month 6-8: To prepare for the initial

orientation meeting by tailoring the training design.

Objective 6, Month 9: To convene a meeting of Executive Directors, Unit Directors, and program staff of the five gang intervention test sites for a 2-3 day meeting to address their needs and concerns.

Objective 7, Month 10-36: National Staff will provide technical assistance by telephone, correspondence and a minimum of two on-site visits per year.

Goal Six: Implementation of Planning Process in Each Cluster

Each Cluster of Clubs will receive an initial 3 day visit by project staff. The first two days will be devoted to conducting a Delinquency Prevention Workshop which will be attended by Unit Directors, program directors and community representatives from each participating Boys Club. This workshop will review delinquency prevention theories, youth development strategy, gang prevention information drawn from the symposium, prevention principles, review of core program, a case study review, the basics of networking, and establishing a successful, working referral system. Before concluding the workshop, staff will be given instructions for developing their own action plans for strengthening and/or expanding the services they currently offer.

A separate, one day orientation for Executive Directors will be included in this training event. This experience is designed to familiarize the Executive Directors with the project and the role they and their Board members must play in support of the program.

Within three months of the initial training event, work plans for implementing secondary prevention activities and reaching prospective gang members by the participating Clubs will be received by National project staff, reviewed, and approved. In most cases the review process and any needed revisions can be achieved by telephone or through written communication. If necessary, an on-site visit will be provided. During the second year of the project, a second 2-3 day training event, "Programming for 'At-Risk' Youth," will be provided by project staff and consultants.

In year three each cluster will have the option to select and participate in a training event, the specific topic of which will be chosen in consultation with project staff based on what the participating Clubs perceive to be their greatest need. BCA's Catalogue of Training Events will be used as a resource in identifying possible events.

During the three years of this project, Clubs will have a total of \$50,000 made available in the form of mini-grants to help underwrite the cost of special programs focused on the targeted population. Specific criteria for the awarding of these youth

gang prevention mini-grants will be developed and shared with all participating Clubs. Moreover, each Club will receive a \$500 stipend at the conclusion of the project after final reports have been submitted.

Objective 1, Month 7-8: To establish the schedule for the initial 3 day training and planning meetings for each of the 5 clusters and work with the lead agency to coordinate the arrangements for these meetings.

Objective 2, Month 14-16: The initial TARGETED OUTREACH with an Emphasis on Youth Gang Prevention training will be conducted and involve at least 125 professional staff members including Executive Directors, Unit Directors, program directors, and 50 community representatives.

Objective 3, Month 17: Training Associates will participate in the training of the trainers to prepare them to assist at training events and provide on-site technical assistance.

Objective 4, Month 18-20: Working through the lead agency of each Cluster, a second two-day training event for Club staff and program workers (volunteer and part-time) will be scheduled.

Objective 5, Month 22-24: A second two-day training event, Programming for 'At-Risk' Youth," will be conducted involving a minimum of 125 individuals.

Objective 6, Month 24-26: Working through the lead agency of each cluster, a third two-day training event for Club staff and program workers (volunteer and part-time) will be scheduled.

Objective 7, Month 27-29: Conduct the third training event based upon the needs and recommendation of Boys Club/Boys & Girls Club professional staff.

Objective 8, Month 21-24, 27-29: Training associates provide on-site, technical assistance to the 50 Clubs involved in the project in conjunction with the second and third training events.

Goal Seven: Recruiting Targeted Young People into Club Programs

To recruit into the on-going programs of the participating Boys Clubs/Boys & Girls Clubs a minimum of 35 young people per Club who are at-risk of joining gangs. The number of youth recruited per site has been decreased from 50 to 35 due to the profile of the youth to be involved, and the need for closer tracking and more individualized services and support.

Recruiting targeted girls and boys into TARGETED OUTREACH with an Emphasis on Gang Prevention is the crux of the project.

Achievement of this goal is essentially the responsibility of each Club in the cluster. It is the responsibility of national staff to oversee the process. To help Clubs accomplish this

goal, Boys Club/Boys & Girls Club staff will attend a total of three training events, receive on-going technical assistance by telephone, and participate in two on-site monitoring visits by national staff training associates.

Key staff of the intervention sites will be utilized as training associates due to their knowledge and practical experience working with "at-risk" youth. Their role will be to assist at training events, conduct on-site visits, and provide technical assistance.

Objective 1, Month 10-20: To assist during the initial and subsequent training visits in the development of a recommended protocol for outreach.

Objective 2, Month 10-11: To implement the case management system for use with each referred boy or girl in each Club.

Objective 3, Month 18-36: During the monitoring visits, meet with key community leaders to help facilitate the establishment of cooperative relationships and coalitions to prevent or deter the formation of youth gangs.

Objective 4, Month 20-36: To prepare attractive Citations of Appreciation to be presented to organizations and individuals for their assistance in establishing the referral networks in each particular community.

Goal Eight: Information Dissemination
to Encourage Additional Involvement

Information concerning the project will be disseminated throughout the Boys Club Movement and to other youth-serving organizations for the purpose of encouraging additional efforts focused on gang prevention and intervention.

Outside evaluation of previous program development efforts have shown that Boys Clubs of America's magazine, CONNECTIONS, the "Executive Newsletter" and National Conference sessions are the most effective means of generating local Club interest. All three avenues will be used in this project.

An article describing TARGETED OUTREACH, with an Emphasis on Gang Prevention will be published in CONNECTIONS during the thirty-third month of the project.

National Project Staff and or representatives of selected participating Clubs will present a session on gang prevention at the 1990 and '91 National Conferences. The session will seek to encourage more Clubs to follow the principles of TARGETED OUTREACH with an Emphasis on Gang Prevention.

Objective 1, Month 1-36: To respond to inquiries from the Boys Club field and other youth serving organizations regarding TARGETED OUTREACH with and Emphasis on Gang Prevention.

Objective 2, Month 31-33: An article in BCA's CONNECTIONS Magazine and items in the Executive Newsletter will be prepared on the project and summarize the various programs developed by the participating Clubs.

Objective 3, Month 1-36: Information and updates on the project will be prepared for the "Executive Newsletter."

Objective 4, Month 15-16, 27-28: To design and deliver sessions at the 1990 and '91 BCA National Conferences that will reach at least 25 delegates.

Goal Nine: Conduct a Process and Impact Evaluation

A process and impact evaluation of the program will be conducted to guide program continuation, future fund raising efforts, and to assist others in implementing programs addressing gang prevention/intervention.

An independent evaluator will be employed to address the overall effectiveness of the program. The evaluator will work closely with project personnel and the Director of Program Services. This three pronged process will include an evaluation of training and technical assistance, assessment of the impact of the program through questionnaires, and an intensive study of three selected sites.

The three sites selected for intensive study (one intervention test site and two prevention sites) will receive grants of \$1,000 each to offset record keeping, staff time and other costs. At these representative sites professionals, participating boys and girls, and community representatives will be interviewed.

Objective 1, Month 17, 25, 30: To monitor and assess the training and technical assistance provided through interviews, questionnaires, and final evaluation reports.

Objective 2, Month 33-35: Each participating Club will complete and submit a final evaluation questionnaire at the conclusion of the program.

Objective 3, Month 33-34: An intensive study of the project as implemented in three representative sites will be conducted and include staff, referred boys and girls, and community representatives from referring organizations.

Objective 4, Month 35-36: National Project Staff and the independent evaluator will prepare a final report for submission to the Office of Juvenile Justice and Delinquency Prevention.

Conclusion

The problem of preventing and deterring the formation of gangs is serious. Previously isolated to large cities, the formation of gangs is now spreading to communities of all sizes.

Senseless murders, violent attacks, theft, vandalism, drug use, school truancy and more result.

Researchers and others who have studied the problem repeatedly state the need for prevention programs that enhance a youth's self esteem, that teach boys and girls how to resist peer pressure, and that provide healthy recreational alternatives, that focus on community involvement and networking and that put involved boys and girls in touch with caring, concerned, skilled adults. At the Club these opportunities abound. Boys Clubs of America believes that this project is a natural extension of the services Clubs now provide. Through the TARGETED OUTREACH program, we have the vehicle, expertise, and manpower to make an impact on the lives of an additional 1,925 "at-risk" and high risk boys and girls. The TARGETED OUTREACH Program with an Emphasis on Gang Prevention promises to make a significant contribution to the advancement of the state of the art in gang prevention and intervention.