



THE COMMUNITY RECLAMATION PROJECT

FINAL REPORT

September 1991

A Model Anti-Gang/Drug Program Developed for the Four-Community
Target Area of Carson, Harbor City, Lomita and Wilmington, California

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Table of Contents

ACQUISITIONS

	<u>Page</u>
I. Introduction	1
II. Problem Statement	2
III. Target Area Overview	3
IV. Statement of Goal	5
V. Objectives and Approach	7
VI. Transition of Project Activities	11
VII. Highlights of Specific Goal	18
VIII. Conclusion and Recommendations	27
IX. Appendix .	30

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INTRODUCTION

The Community Reclamation Project (CRP) was funded through a discretionary grant to the Los Angeles County Probation Department from the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP), and the Office of Substance Abuse Prevention for an initial eighteen month period and received an additional year funding from OJJDP to cement its achievements in the development of a model gang and drug prevention program to be replicated countywide, statewide and nationwide. CRP targeted four communities which had shown signs of an emerging gang and drug presence. Two communities had third and fourth generation Hispanic gang activity; one had African-American, Hispanic, Anglo, Samoan and Filipino gang activity; and the final area was in a severe state of denial until four months prior to the end of the grant. At this time the city admitted to Anglo, Hispanic and minimal African-American gang activity. The four communities targeted were Carson, Harbor City, Lomita and Wilmington, all located in the South Bay Area of Los Angeles County, California.

The CRP began in December, 1988, going through the arduous task of locating office space and advertising for staff. This proved to be difficult, as local landowners did not want to rent to a gang prevention program. After a month, office space was located in Lomita and staff were brought on board shortly after.

CRP's first task was to identify existing resources in the four communities and pinpoint any gaps in services currently available. A careful review came up with nineteen existing community-based programs who all dealt with gangs and drugs. By working with people in these organizations, as well as schools and neighborhoods, a plan was designed to galvanize everyone to the goal of rising above gangs and drugs. The CRP also assisted schools with anti-gang/drug educational materials and methods, while striving to keep parents and business owners informed of gang trademarks.

To offset the gang presence, CRP helped to coordinate existing diversion and intervention programs for at-risk youth and their families and by creating alternatives to gang membership and drug abuse by utilizing recreational activities, educational tutoring and career development programs. A newsletter was published every six weeks to keep the community informed of special events and on-going activities. The strategies used in these communities were documented in CRP's "Rising Above Gangs and Drugs; How To Start A Community Reclamation Project" manual which has received nationwide attention and distribution.

A community reclamation project deals with much more than gangs and drugs. It focuses on the community as a whole, working to strengthen existing resources from

CRP was so highly regarded that, in spite of severe budget constraints, the Los Angeles County Board of Supervisors awarded funding in order to extend this program. The original grant period was from September 30, 1988 - May 31, 1990. It was extended four additional months from May 31, 1990 - September 30, 1990. Further funding extended the program for one year from October 1, 1990 - September 30, 1991. Again, seeing the success and the quality of service CRP provided, Supervisor Deane Dana provided \$60,000 to serve as seed money to fund CRP beginning October 1, 1991. This will allow CRP to somewhat change its focus, become a private, non-profit and continue to support existing programs.

CRP will continue to provide the structure to focus and coordinate all drug and gang prevention activities in the target communities. We have facilitated coordination and cooperation among local religious, education, juvenile justice, employment, and social services agencies as well as drug abuse referral, treatment and rehabilitation programs for the purpose of preventing and/or reducing gang activity, drug use and alcohol abuse.

PROBLEM STATEMENT

Successful prevention programs necessitate extensive community networking to empower the community to address its own drug and gang problems. The target areas of Carson, Wilmington, Harbor City and Lomita, located within Los Angeles County, were selected because of their emerging drug and gang activity and their inability to deal with the problems presented by such activities.

These four contiguous cities have a varied racial, ethnic and socioeconomic makeup. An extensive Community Needs Assessment conducted by the CRP indicated the following: 1) Gang intervention was needed; 2) Parent and school gang and narcotic awareness classes were needed; 3) Churches were interested in providing assistance to the community but lacked funds and the knowledge of available resources to acquire gang and drug intervention programs; 4) Small businesses had been forced out of areas of Carson and Wilmington due to gang loitering, drug sales and gang violence; 5) Gangs had claimed local parks and recreational areas as well as supermarket parking lots; 6) There was a lack of volunteers to run tutoring and other assistance programs; 7) The Wilmington community had severe gang and crime problems but had not received the necessary support from public agencies to alter their predicament; 8) Existing action plans were fragmented, with communities blaming each other for the gang problems in their area; and 9) Law enforcement agencies and schools report a total of more than 20 gangs of varying ethnicity in the target area.

The criminal justice system was set up to backstop the few who filter through the ethical infrastructure (church, family, extended family, school, neighborhood and community). With the disappearance of the ethical infrastructure, the responsibility has been passed on to the criminal justice system to monitor, guide and assimilate into the society those young people who would otherwise perish. It was the ultimate goal of CRP to rebuild that infrastructure in the community.

TARGET AREA OVERVIEW

The Community Needs Assessment conducted by the Community Reclamation Project resulted in the following description of the target cities and conditions to be addressed during the course of the Project:

1. Carson, the largest of the four cities, has an area of nineteen square miles, and hosts a population of 88,000. It is a relatively new city. Prior to 1950, Carson was primarily vacant fields and oil wells. By 1990, it has grown into a mixed community of equivalent African-American and Anglo populations; a somewhat smaller Hispanic population; and, a growing Filipino, Japanese, Vietnamese, Guamanian and Samoan population. At this time, Samoans outnumber other Asian and Pacific Island groups; there are in fact more Samoans living in Carson than in American Samoa. Each ethnic group has its own gang and within the past few years, drug use and sales have escalated to the prominence of a major gang activity. Carson is an industrial area of oil refineries and medium manufacturing. The median income is low to lower middle class. The Los Angeles Sheriff's Department, Carson Station currently has an Operation Safe Streets Unit that focuses on the collection of gang arrest and incident statistics.
2. Wilmington, oldest of the four cities, covers an area of six square miles and hosts a population of 56,000. It is predominantly an Hispanic community. Los Angeles harbor is the primary industry and the median income for the area is low. Gang and gang-related problems are out of control in Wilmington. Residents are fearful to leave their homes after dark. Merchants are intimidated by flagrant gang/drug dealing activity which forces them to close their stores early because of the perceived threat from gang members. There is a 40 per cent drop out rate at the local high school where gang activities are a daily problem. Wilmington streets are in disrepair and many parts of the city have no effective lighting. Citizen groups in Wilmington continually vocalize the need for improvement but there has been no strong leadership to empower them. Citizens complain that police ignore their area: a common complaint from communities that have lost control of their streets to drug dealing and gang violence. The Los Angeles Police Department's (LAPD) Harbor Division polices the economically deprived Wilmington area.
3. Harbor City covers an area of less than two square miles with a population of 20,000. Demographically, the city is 50 per cent Hispanic; 30 per cent African-American; 20 per cent Pacific Islanders; and 10 per cent Anglo. There are one African-American and two Hispanic gangs which are centered in a city housing project. Although small in numbers, and concentrated in a small area, these gangs cause many serious problems for the community and have been targeted for the CRP civil gang abatement effort.

4. Lomita, the smallest city, covers an area of one and one-half square miles. A population of 20,000 is primarily Anglo middle class with a small representation of Hispanics and African-Americans. Lomita has a small Hispanic and Anglo gang and recently there have been signs of African-American gang activity in the Harbor Hills county housing project. Disciplinary transfers of students into Lomita schools from neighboring areas, with a high incidence of gang activity, is a major problem in the city. In February 1989, there was a drive-by shooting at a Lomita junior high school. Problems are just beginning with Hispanic and African-American gang members but cannot be fully assessed at this time as the participants have not yet been profiled by local law enforcement agencies. Denial of drug and gang activity is higher in Lomita than in the other three cities in the target communities.

Population for the total target community is 185,363, or two per cent of the population of Los Angeles County. Collectively the target community cities have three low income housing projects: Dana Strand in Wilmington with 384 units; Normont Terrace in Harbor City with 400 units; and, Harbor Hills in Lomita with 293 units. Scottsdale, in Carson with 600 units, is not a housing project but an independently owned housing complex which is the source of drug and gang activity in the south part of the city. There are 21 elementary schools; five junior high schools; three senior high schools; and, three continuation schools in the total target area. Law enforcement services are provided by the Los Angeles Sheriff's Department's Carson and Lomita Stations and the Los Angeles Police Department Harbor Division.

STATEMENT OF GOAL

The Community Reclamation Project (CRP), funded through a discretionary grant to the Los Angeles County Probation Department from the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention and the Department of Health and Human Services, Office for Substance Abuse Prevention, targeted the communities of Carson, Harbor City, Lomita and Wilmington in the Harbor Area of Los Angeles County, California, to develop a gang and drug prevention program that would coordinate the activities of law enforcement, schools, community-based organizations, churches, businesses and private citizens and mobilize these communities. The target areas were chosen because of indications that they had an emerging gang and drug presence.

The major goals of the project were to:

- A. Establish an ongoing, integrated network of community-based organizations, law enforcement agencies, governmental/public agencies, and concerned citizens that would effectively combat drug use and gang activity in the target communities.

The goal was met by accomplishing the following activities:

1. *Community network meetings* brought together specific public and private agencies (community-based organizations, churches and schools) to formulate a cohesive plan to avoid duplication of services.
2. *Neighborhood involvement programs* heightened awareness of how entities of a community interact to bring about a gang and drug-free environment.
3. *United community activities* provided alternatives to gangs and drugs while combining the community elements in a joint effort.
 - a. Sports programs involved recreation centers, school organizations, basketball teams, drill teams, student body and faculty, business people, law enforcement and residents.
 - b. *"Follow Me--I'm Gang' and Drug-Free" Walks* involved children contacting businesses, asking them to display gang and drug education material, thus bringing the business community into the mobilization process.

- c. Job workshops for youth expanded the outreach efforts of public and private youth hiring agencies to include at-risk youth.
 - d. Graffiti paint-outs provided tangible improvements to community appearance.
- B. Develop a continuing culturally specific program integrating child, parent and teacher training to prevent involvement of youths in drug abuse and gang activity.

The objectives for this goal were met by accomplishing the following activities:

- 1. School Programs:
 - a. Second Step. Bringing teacher and pupil together in a violence prevention curriculum.
 - b. Rites of Passage. Helping at-risk youth acquire the skills to accept the responsibilities that come with being an adult.
- 2. Parenting Program. Developed a culturally specific parental competence and personal growth program, integrating the principles of Rites of Passage and Second Step, thus completing the circle of child/parent/teacher interaction.

It is important to note that the Community Reclamation Project, while not designed to be a direct service project, has provided the tools for individuals, teams, or agencies to implement programs that work. There may be some resistance from community components to change; it is not easy to alter attitudes and lifestyles. But as the residents began to see positive benefits, this resistance changed to hope.

OBJECTIVES AND APPROACH

CRP's ultimate aim was to build within each community a sense of strong community pride, support and involvement (including financial support) that would continue after the end of grant funding, leaving in place improved communication between all parts of the community, including churches, schools, law enforcement, community based organizations, homeowner groups, businesses, governmental agencies, political bodies and the general public.

To facilitate the transition of this program from CRP to community control, the leadership role would be transferred to CRP's Target Area Advisory Committee (TAAC). The TAAC was composed of identified leaders within each community from both the public and private sectors.

As in other gang and drug prevention programs, a major goal is to reduce drug use, alcohol abuse and gang activity in the target community. To achieve this, CRP established the following objectives:

1. Transfer the leadership role from CRP to the Target Area Advisory Committee (TAAC);
2. Encourage and stimulate self-sustaining, multi-faceted prevention and early intervention programs targeted toward affecting youth; and
3. Develop a permanent and on-going private funding structure.

Objective 1 Detail: Target Area Advisory Committee

By the end of the project year, the Target Area Advisory Committee (TAAC) members in conjunction with community based organizations will continue the programs and methods established by CRP including:

1. Coordinating community resources;
2. Production and distribution of a community newsletter;
3. Job development and organizing job fairs;
4. Coordinating Follow Me! Walks where children and volunteers distribute gang and drug prevention brochures to local business;
5. Continuing the Parent Effectiveness Training programs; and
6. Continuing Civil Gang Abatement.

Objective 1 Approach:

The TAAC is comprised of local law enforcement, including police and probation; local government officials; schools; community-based counselling agencies; health care agencies; and community leaders. The TAAC has been responsible for identifying community needs, guiding project staff in the area of community concerns, soliciting the aid of additional community leaders, and the aid of policy leaders related to jobs and vocational training from the local community.

The TAAC was supposed to be broken down into sub-committees to address the following issues of concern:

1. Gang Abatement;
2. Gang Prevention and Education;
3. Drug Prevention and Education;
4. Gang and Drug Alternatives;
5. School Assistance;
6. Neighborhood Protection;
7. Career Development; and
8. Community Newsletter.

The sub-committees were to be comprised of the working level representatives from all of the agencies that are represented on TAAC as well as individuals from special interest groups operating within the community such as Neighborhood Watch. These sub-committees would be responsible for continuing programs developed by CRP.

In the initial grant structure, the groundwork of the CRP staff was to be continued by the TAAC and volunteer sub committees formed under it. However, the mission of the project has proven to be too all-consuming to be placed on a volunteer part-time basis. The role of the TAAC should be officially redefined to act as an advisory council and facilitator of special programs.

CRP also supplemented the efforts of the TAAC by training existing groups such as the Wilmington, Carson and Harbor City Coordinating Councils to assist and implement specialized activities such as "Follow Me, I'm Gang and Drug Free" walks; Graffiti Paint-Outs; Job Workshops and sports as alternatives.

Several existing residents' groups, such as the Wilmington North Neighborhood Association, New Wilmington, Green Meadows Neighborhood Action Group (Harbor City), Scottsdale Town Homes Association (Carson), Pine Crest Neighborhood Association (Harbor City) and the City of Lomita's Anti-Gang and Graffiti Ad Hoc Committee have all been trained by CRP and now serve as mini-CRPs in training others to implement special activities.

Objective 2a Detail: School-based Programs

During the project year, there will be an increase in the number of drug, alcohol and gang prevention programs provided by the schools.

Objective 2a Approach:

The CRP's Deputy Director/Drug Prevention Coordinator implemented the drug prevention component by targeting six elementary schools, five junior high schools and one senior high school for drug prevention and parenting classes. The schools were initially located in the most impoverished communities of the target area, but gradually became a part of all four areas. The classes were designed to be culturally sensitive to African-Americans, Hispanics, Filipinos, Anglos and Samoans. The drug and gang prevention training program included parents and all school personnel: teachers, administrators, janitors, and maintenance personnel. During the second year, the schools became increasingly responsible for providing the prevention programs and team taught the Rites of Passage program with CRP instructors. They will supply presenters as well as train parents, teachers and community service providers to assist with existing programs.

Objective 2b Detail: Civil Gang Abatement

Schools, as addressed in 2a are one piece of the community. Objectives 2b and c deal with law enforcement and the community. During the project period, the Oversight Committee will provide the Civil Gang Abatement.

Objective 2b Approach:

It was anticipated that CRP would decrease its involvement in the Civil Gang Abatement and enable the Oversight Committee, comprised of middle level managers from government agencies, to continue the Civil Gang Abatement Strategy. This strategy utilizes available law enforcement and court systems to empower the communities to fight gang and drug sales and related intimidation and violence. The Oversight Committee is comprised of administrative representatives from the Los Angeles County District Attorney; the Los Angeles City Attorney's Office; the Los Angeles County Sheriff's Office; the Los Angeles County Probation Department; and the Los Angeles Police Department. Each of these managers has direct access to the heads of their agencies and thus are able to intervene in such a way as to improve governmental interagency cooperation.

CRP, instead of decreasing its involvement, increased its role by identifying residents for declarations describing the type of gang activities taking place and setting up meetings to explain the abatement process. The purpose of the abatement was to join the efforts of the community and law enforcement to declare specific gangs to be a public nuisance, and to stop activity associated with gangs in a concentrated area, while instilling in the neighborhoods the need for and value of self-policing. Rather than having the Oversight Committee continue the abatement, the direction should lie with the local law enforcement, community-based agency and city attorney's representative.

The abatement is anticipated to go to court in September of 1991.

Objective 2c Detail: Neighborhood Involvement

Increase the number of Neighborhood Involvement and Community Action Groups focusing on gang and drug prevention.

Object 2c Approach:

CRP early on identified hard hit areas where community involvement was close to non-existent. These neighborhoods were targeted by CRP staff, members of our TAAC and law enforcement for a neighborhood involvement campaign. Often times this included old-fashioned precinct walking - going door to door and talking to the residents.

Once the residents became active, some splintered off into Neighborhood Watches and others developed stronger coalitions. All groups went through CRP's facilitator training and learned the importance of developing an action plan and community profile.

Law enforcement is now a welcome participant in areas where acceptance two years ago was not occurring.

Object 3 Detail: Funding Structure

Businesses will increasingly fund the continued programs begun by CRP.

Objective 3 Approach:

Southern California Gas Company, Watson Land Company, Unocal, Fletcher Oil, Falcon Disposal Company, Inc., Kaiser Permanente, McDonald's and Domino's Pizza have provided financial support for CRP programs.

Other local businesses have been involved in job workshops; served as mentors; worked with schools in "adopt-a-classroom"; and have donated sports equipment, tee shirts and other supplies as needed.

CRP had good success in getting corporate and local businesses to sponsor individual projects as opposed to donating funds for the overall project. Success and proper planning helped to cement this relationship.

TRANSITION OF PROJECT ACTIVITIES

CRP was originally designed to enter the target communities for an 18 month period and leave in place a trained functional community who could reclaim their neighborhoods. An additional year and four months was granted bringing the total project to 34 months.

This section will present CRP activities and their transition to show that we have exceeded our goals; yet our neighborhoods still need assistance.

The following is a descriptive list of CRP's activities and how they have been adapted by the community:

1. Community Assessments and the Survey Process

Community assessments and surveys were used to gain insight into the different community entities and their interactions, identify gaps in service, and determine the extent of the gang and drug problem as perceived by community members. This tool, the first step in program design, determined the type and direction of intervention and prevention techniques.

The How To Manual outlines this process and provides forms for the completion of community assessments and surveys.

The assessment process also served as the foundation for creating a gang and drug awareness in the target communities. Residents who were native to the area were surprised at the changing demographics and the location of gang and drug hangouts.

This information, once gathered, was presented at Town Hall meetings, service clubs' breakfast and dinner meetings, teacher, administrator and law enforcement training. It also served as the boiler plate for local request for proposals giving basic information on each target area.

2. School and Community Profiles

This is a one-page visual aid that quickly and easily identifies community resources. It places the school in the center and lists all services ideally within a 5-10 block radius. The profiles were available in both English and Spanish and served as an invaluable tool for area administrators, parents and law enforcement.

The profiles were developed for all 34 of our public, parochial and continuation schools.

The format is easily adaptable and is also being utilized by tenant advisory councils, placing the Housing Community in the center. This same approach is encouraged for community-based agencies, churches, law enforcement sub-stations and local businesses.

3. Newsletter

The newsletter was mailed out every six weeks to inform the community about events, implemented strategies and positive role models.

We had hoped to transfer the entire responsibility of a local newsletter to an existing community-based agency, but we found that none were ready to take on this task. Instead, the Wilmington Coordinating Council is considering development of a newsletter based on CRP's and the local Chamber of Commerce newsletters agreed to insert a "Community" column to highlight strategies, activities and role models.

4. Neighborhood Involvement

The crux of any community-based program is neighborhood involvement. We sought to provide guidance and leadership to the community members and to assist them in identifying their concerns, to help them in mapping communication paths to government, law enforcement and community-based agency personnel; and to encourage community initiative and responsibility in changing existing conditions by working together.

Our community assessments revealed that certain areas heavily impacted by gangs and drugs--crack houses, street dealers, drive-by shootings; residents securing their houses with iron bars and the interruption of neighborhood routine because of fear and intimidation--did not have any resident or homeowner associations. Often residents did not know the names of their neighbors. In addition, they did not know there were agencies and services available to help them. Therefore, we concentrated on devising a strategy to integrate all the community components: schools, law enforcement, residents, churches, government, community-based organizations and businesses. Contending with residents' fear and neighbors not know or trusting each other, we started bringing them together through neighborhood involvement meetings, reassuring them that there was power in numbers and support available to them.

The plan was not complete, nor was it fool-proof. Nevertheless, it served as a start for people to accept responsibility for their quality of life.

Within each community, different neighborhoods had varying levels of interrelations. Neighborhood Involvement Meetings were developed in communities without resident or homeowner associations. These meetings were used to assist community members to 1) identify concerns, 2) develop communication with government, law enforcement, and community agencies, and 3) encourage a cooperative approach in positively impacting their community.

In areas where an active resident/homeowner association existed, CRP provided support and guidance as these associations assumed the

responsibility for community involvement. As the smaller, more isolated neighborhood involvement groups developed, CRP facilitated their joining with other groups or linked them to larger resident/homeowner associations. CRP additionally provided technical and material assistance to the resident/homeowner associations in incorporating and fulfilling the needs of the smaller groups.

5. Graffiti Paint-Outs

CRP did not take the lead in doing the actual paint-outs. This was already being done by the Harbor Area Gang Alternative Project (GAP). What was needed was an organizer to get the neighborhoods involved with the paint-out efforts and to provide an education on the seriousness of the problem and what it represented.

Residents were taught how to put together a graffiti paint-out, how to log and take pictures of graffiti affecting their area in addition to encouraging local businesses, schools and residents to "adopt-a-wall" and decipher local gang graffiti and tagging.

6. Sports Programs

Sports Programs teach youth discipline and sportsmanship while providing a positive alternative to gangs and drugs.

Additionally, these events have promoted cooperation and participation from different facets of the community including community-based agencies, parks and recreation, schools and business.

To successfully transfer CRP's sports programs, we:

- Assisted other organizations in developing additional sport activities (ie. volleyball, boxing, soccer...);
- Walked through the planning and implementation of sport events throughout the year with agencies already identified to assume this role. One example of a partnership already in place to take responsibility for the planning, coordination, and implementation of the sports program can be seen in all four cities in the target area. Parks and Recreation, the Los Angeles Unified School District, Southern California Gas Company, the Los Angeles Police Department and several community-based agencies will be providing the Harbor Area Basketball Classic. CRP provided support and technical assistance allowing for the independent and successful implementation of these events in subsequent years. Existing partnerships will also be able to provide technical assistance to organizations developing these programs in the future with the aid

- Identified numerous agencies to plan sports programs such as the Wilmington Boys and Girls Club, Teen Center and Carson Youth Services. CRP also identified additional agencies and businesses to participate in this endeavor.

7. "Follow Me! I'm Gang and Drug Free" Walks

The Drug Prevention Component originally developed the Follow Me! concept to involve children in enlisting the support of businesses in the promotion of a gang and drug-free community. These businesses participated by displaying posters and literature. This activity also served as a positive approach in bringing the community together.

Local community-based agencies, law enforcement and area elementary schools successfully put together their own "Follow Me!" walks. These groups consisted of Harbor City Elementary School, L.A.P.D., Harbor City Boys and Girls Club and the Gang Alternatives Project (GAP). Several residents have asked to continue the walks targeting drug houses or gang impacted areas to assist in sending a message to the gang members that their behavior will not be tolerated.

8. Project Spirit

This is an after-school tutoring program located in community churches. The First Lutheran Church of Christ, in Carson, has assumed the leadership role of involving other churches in adapting an already developed curriculum.

This approach was somewhat successful during the first year of the project. Due, in part to the fact that CRP parenting classes were also held at this site. When the classes ended, Project Spirit tapered off.

In order to rejuvenate participation by the religious community, we provided training seminars focusing on gang and drug awareness, and wherever possible, including them in community activities.

An additional method of involving the religious community was to encourage and support single event fellowship programming among area youth. Special entertainment oriented rap programs and church classroom rap sessions were the most successful.

9. Job Workshops for Youth

These workshops were designed to prepare at-risk youth for the job market through connecting them with businesses and assisting them in obtaining employment seeking skills. CRP has already trained organizations based on processes stated in the How To Manual. -

CRP was able to open the eyes of the Employment Development Department in holding job workshops where the youth hang out, instead of locating them at city halls.

Through a close relationship with area parks, residents advisory committees, tenants advisory boards and community-based programs, job workshops for at-risk youth became a reality. CRP was able to place 50% of the youth in jobs.

Local business leaders also became involved in this process and assisted in providing jobs; serving as mentors; and helping to create training programs for youth.

10. Neighborhood Watch and Emergency Response Programs

CRP worked with both law enforcement and the Fire Department to develop Neighborhood Watch and Emergency Response Programs. CRP identified community members to be trained to assume leadership in their neighborhood programs, as well as maintain positive relationships with law enforcement and the Fire Department.

CRP found that training residents to deal with gang and drug problems was not enough. Through a concentrated Emergency Response Program, residents learned other skills that they could team teach to others in the neighborhood making them more self-sufficient.

11. School-Based Programs

A. Second Step Program

Second Step is a conflict resolution, anger management curriculum for K-6 grades. This program, developed by the Committee For Children in Seattle, Washington, helps to decrease impulsive and aggressive behavior in elementary school children.

The program has been adapted by the Los Angeles Unified School District (LAUSD). CRP and LAUSD teamed up to provide training and curriculum for Harbor Area elementary school teachers.

B. Rites of Passage

This program was designed to assist adolescents in making a successful transition to adulthood through developing a sense of adult responsibility.

CRP staff taught and implemented the program at 5 target area junior high schools.

Initially, CRP looked to train community mentors or community-based agency staff to continue teaching the project, but after dialogue with school administration and parents, credentialed teachers were selected. This has greatly enhanced the longevity of the program.

Selected junior high school youth learned of the ten rites; personal, spiritual, cultural, emotional, historical, social, political, economic, mental and physical.

After participating in this program, the youth experienced a greater sense of self esteem, saw an improvement in their grades and were more likely to stay in school.

Local community-based agencies such as Carson Youth Services, Youth Outreach United and Victory Outreach in the target areas are considering using part of the curriculum in rap sessions with at-risk youth.

C. Parent Training Program

This program was designed to be coordinated with the school programs in order to develop parental competence and personal growth.

CRP referred to this as "enhancement training" focusing on parents positive skills. Other activities included:

- Training additional Parent Training Instructors to conduct classes, provide referrals, and form new classes;
- Monitor and provide guidance to new instructors as they teach the training;
- Assist Trainers in being hired by existing community organizations. The Parent Center in Harbor City has already hired one Trainer, in addition to LAUSD and other community-based agencies; and

- Facilitate graduates from these courses in developing Parent Action Groups. These groups can act as community role models, develop into ad hoc task groups, and participate in community projects such as Follow Me! Walks. Additionally, they can be incorporated into Neighborhood Involvement Group and Resident/Homeowners Associations. We are especially proud that our instructors are parents who are from the four target areas.

Following the goal that CRP would leave behind a trained community, we realized that some degree of technical assistance would be required. With the \$60,000 that Supervisor Dana has committed, all of the programs described will be able to be continued with CRP providing the necessary assistance.

HIGHLIGHTS OF SPECIFIC GOALS

As a pilot project, the Community Reclamation Project (CRP) was mandated to improve the community network in order to reclaim neighborhoods from the impact of gangs and drugs. CRP was directed to act as a catalyst for reclamation and then transfer those responsibilities back to an improved community system.

In order to create an environment minimally impacted by gangs and drugs, a contractual guideline mandating eighteen separate goals was established as markers for success. Each goal was designed to be a vital part of a successful community program. In this section, each goal is briefly stated and the performance is listed.

"The Target Area Advisory Committee (TAAC) members in conjunction with community based organizations will continue the programs and methods established by CRP."

Performance on Goal

- Creation of Wilmington Coordinating Council's Wilmington Association of Youth Agencies (WAYA) supplementing CRP efforts.
- TAAC members participate in transition of Wilmington Programs through Wilmington Coordinating Council.
- Instrumental in the development of the Wilmington Information Network (WIN). This is a key networking town meeting. The initial focus was on police, city and the problems of gangs and drugs. It has since grown to average 50 participants a week and the focus is police, city and business and residential concerns. All community components attend.
- The Mayor of Carson financially supported the First Annual Harbor Area Volleyball Classic.

- TAAC member Lomita Sheriff Captain Bill Mangan greatly assisted in developing Lomita community meetings and is absolutely vital to anti gang and drug efforts.
- CRP coordinated corporate sponsorship by Falcon Disposal and Greenfield Environmental regarding donation of recycled paint for graffiti removal.
- CRP played a key role in bringing in Community Youth Gang Services, a direct gang/street intervention program for the City of Wilmington.
- TAAC members played a key role in extending CYGS' direct intervention team services in the City of Wilmington.
- TAAC was utilized as a forum to discuss using Coordinating Councils as area umbrella groups. The Wilmington Coordinating Council has subsequently taken on this role.
- CRP gives strong staff and technical support to help establish an area wide "Mothers Against Gangs" program, a support group for mothers.

Goal 2 "To increase the number of drug, alcohol and gang prevention programs provided by the schools."

Performance on Goal

- Teachers were trained at Fleming Junior High School and Wilmington Junior High School to conduct the Rites of Passage program on an ongoing basis. Other schools initiated to the program include: Fleming JHS, Curtiss JHS, Sts. Peter and Paul School, Stephen White JHS.
- Co-training of Second Step curriculum to be implemented in the Los Angeles Unified School District, Region A, Elementary Division. 38 primary grades curriculums were purchased to be infused into target area elementary schools.

Goal 3 "To transition community Civil Gang Abatement activities to local neighborhood and facilitator groups."

Performance on Goal

- Mobilized specialized intelligence and abatement teams to reduce gang and drug areas.
- L.A.P.D. to transition abatement activities to local CBO's and residents and to include information gathering.

- Finalized citizen and business declarations for abatements. CRP staff met with L.A.P.D. on a regular basis sharing additional declarations, information and other concerns.

Goal 4 "Increase the number of neighborhood involvement and community action groups focusing on gang/drug prevention."

Performance on Goal

- Provided community advocate services regarding abating drug sales and gang activity in neighborhoods highly impacted by gangs and drugs.
- Organized ten neighborhood action groups focusing on problems associated with gangs, drugs and crime.
- Assisted existing groups by providing education concerning local gang and drug activity and the procedures necessary to combat these activities. Such existing groups included Service Networks, Homeowner Associations, Neighborhood Watch, CBOs and Public Housing groups.
- Encouraged involved residents to participate in the Wilmington Information Network.

Goal 5 "...local businesses and corporations will be identified to take over or provide partial funding for programs begun by CRP."

Performance on Goal

- Informal commitments were made for special event funding and media coverage.
- Set up corporate donations for graffiti removal paint.
- Received corporate support for continuation of project.
- Received assistance to print facilitator training manuals.
- Coordinated Power 106 radio sponsorship of graffiti paint out and community clean-up day.
- CRP participated in the Harbor Holidays Parade each year utilizing corporate sponsorship and enabling 130 young people to participate from 7 area schools. Other area leaders participated as well.

Goal 6 "to test and fine tune the community assessment profile and the community survey process."

Performance on Goal

- Transition community profiles to Neighborhood Action Groups and law enforcement.
- Profile completed for 10 area gangs providing information regarding names, territory, hangouts, activity and associated graffiti.
- Developed a localized "Community Profile" to assist in problem solving in areas highly impacted by gangs and drugs.

Goal 7 "To develop a one-page visual aid that quickly and easily identifies community resources surrounding each target area school."

Performance on Goal

- Produced 34 target area public school profiles in addition to profiles for parochial and continuation schools as a vital local reference and resource.
- Blank profile forms have been widely distributed to other interested groups to develop their own profiles.

Goal 8 "To transfer the CRP 'News' to a community based organization for continued distribution."

Performance on Goal

- Wilmington, Lomita and Carson Chambers of Commerce agreed to add a community column to their existing newsletter.
Wilmington Coordinating Council will be creating a newsletter.
- Chamber of Commerce of Harbor City-Harbor Gateway has incorporated educational segments into their newsletter.

Goal 9 "To develop a list that specifies each neighborhood and its current level of interrelating....community agencies will be contacted to take the lead in coordinating community involvement....development of a community process, support group process and counseling and community services network..."

Performance on Goal

- Facilitator training provided to law enforcement, Community/Neighborhood Watch Captains, private residents and special groups throughout the four city target area.
- Assisted in the development of the Harbor City Day Labor program.
- The Wilmington Association of Youth Agencies has taken a leadership role providing options for youth during the summer.
- Harbor City Information Network creates a new forum for community interrelating.
- Provided technical assistance to the Samoan Community Center in their campaign to assist the Samoan Community in the City of Carson.
- Linked Samoan Community Center with the Scottsdale Townhome Association to provide services to Samoan residents.
- Linked Normont Terrace area with the Parent Child Center as a meeting site for community meetings and parenting classes.
- The Wilmington Coordinating Council has selected a sub-committee to focus on youth based community organizations to provide continuity of services throughout the Wilmington area.
- Provided liaison service between the Harbor City Day Labor Program and law enforcement to curb existing problems with loitering and associated activity.
- Implemented three "The More You Know, Gangs, Drugs and Graffiti" education and training seminars focusing on community networking. Each seminar attracted 120-150 participants.

Goal 10 "To encourage neighborhood pride and beautification efforts."

Performance on Goal

- Produced a major neighborhood pride event which included sponsorship by Budweiser, Power 106 Radio, Mayor Bradley, Councilwoman Flores, and L.A.P.D. 700 residents participated.

- Working with Wilmington Coordinating Council to maintain year round graffiti and community clean-ups.
- Assisting TAAC member, Lomita Councilman, and the City of Lomita with a newly developed graffiti eradication program and provided technical assistance to the city's anti-gang and graffiti ad hoc committee.

Goal 11 "To develop on-going annual sports activities for target area youths."

Performance on Goals

- First Annual Harbor Area Volleyball Tournament for female junior high school students held May 18, 1991 at the City of Carson's Veterans Park.
- First and Second Annual Harbor Area Basketball Tournament for male junior high school students in place being successfully run with across the board support in the Wilmington area.

Goal 12 "To encourage involvement by the business community and the community-at-large in promoting a gang and drug free environment."

Performance on Goal

- Brought together Harbor City/Harbor Gateway Chamber of Commerce, Cal-State University Dominguez Hills and McDonald's Corporation in a cooperative effort to support 180 youth and adults in a "Follow-Me, I'M Gang and Drug Free Walk."
- Representatives of the business community are utilized as mentors in the promotion of drug free environments by volunteering in the "Rites of Passage" component.
- L.A.P.D. and local business leaders held a bike give-away to deserving families. CRP coordinated the CBO response. This will be an annual event coordinated by the Wilmington Chamber of Commerce.
- The Scottsdale Town Association, Carson, solicited area small businesses to contribute materials for their ongoing "Follow-Me" walks. Businesses have committed to giving support for future events as well.
- Harbor City Elementary PTA solicited McDonald's for food and the Harbor City- Harbor Gateway Chamber of Commerce for community business support for their "Follow- Me" walk held on April 5, 1991.

Goal 13 "To initiate a church-based involvement program to assist in the creation of a gang and drug free environment."

Performance on Goal

- Super Camp '91 conducted at McGrath State Beach, Oxnard utilized Youth Outreach United of Carson to organize a program emphasizing leadership and fellowship.
- Parent meetings focusing on parent/child relationships were held at Harbor Christian Church, Sts. Peter and Paul School.
- CRP co-sponsored with Youth Outreach United (YOU), R.A.P.P. '90, at Wilmington J.H.S. Event was attended by 500 youth. This was the third annual event for YOU and it is expected to remain an annual event.
- CRP held an information/networking seminar for all churches in the target area.
- Special presentations and programs were held at Holy Family, Sts. Peter and Paul and St. Philamena churches.
- Community meetings were held at New Life Fellowship Chapel in Wilmington.

Goal 14 "To develop guidelines for employment workshops for At Risk Youth and to enlist active support and participation by the business community."

Performance on Goal

- Conducted area wide Job Fairs in conjunction with Parks and Recreation and other CBO's in high visibility gang areas.
- Assisted Harbor College with planning and organizing "Career Expo 91" directly targeting youth from all target areas.
- Assisted the Private Industry Council in planning youth workshops.
- CRP with the Los Angeles Unified School District School Attendance Review Board (L.A.U.S.D.S.A.R.B.) sponsored a resource fair for area high school youth stressing college and upward mobility.

Goal 15 "To train four key facilitators/community leaders in each target community on emergency response procedures and how it relates to Neighborhood Watch."

Performance on Goal

- Trained the following as Community Facilitators:
 - L.A.P.D./Harbor Area Group included Lts., Sgts. and Senior Lead Officers. 12 Participants;
 - Carson Sheriff's Roundtable set up a training for 62 Community Watch Captains;
 - Harbor City Coordinating Council, 10 Participants;
 - Carson Dominguez Hills Estates, 47 Participants;
 - Carriage Crest Homeowners Association, 22 Participants;
 - Wilmington Action Group, 10 participants;
 - Combined target cities group, Lomita, 6 Participants;
 - Lynwood Sheriff's Station Community Watch Group, 42 Participants.
- Special training sessions were conducted for seventeen agency and resident participants who were directly involved in community action in high impact areas.
- Facilitator Handbook was created as an organized reference manual to those who need direction in developing an effective community action group.
- CRP became partners in forming the East Wilmington Task Force conducting meetings with L.A.P.D., L.A.F.D., and City Engineers in reference to solving serious crime.
- L.A.P.D. linked with the newly formed Green Meadows, Harbor City group, to focus on home safety issues and preparedness.

Goal 16 "To provide an arrangement/conflict resolution curriculum to enhance existing anti-gang and drug programs at the elementary school level."

Performance on Goal

- Trained designated area teachers as trainers of the Second Step Curriculum. Training was conducted by Rona Cole, L.A.U.S.D. consultant and CRP Deputy Director. 35 teachers and administrators participated.

- A second training was conducted with Marsha Oh, L.A.U.S.D. Consultant and 47 teachers and administrators participated.
- The Second Step Curriculum was adapted to include information on changing gang activities as well.

Goal 17 "To develop and implement a Rites of Passage program that can be taught by credentialed teachers."

Performance on Goals

- Trained teachers to take over the "Rites of Passage" program implemented throughout the contract period in Wilmington JHS and Fleming JHS. Program will continue as part of the CRP transition.
- A "Rites of Passage" adaptation was released in outline form to L.A.U.S.D. Region A offices to assist in the future training of on site teachers for continuing transition purposes.
- A special RAP session was held at Sts. Peter and Paul for young females. 15 attended and the focus was on gang and drug issues.

Goal 18 "Develop a parenting program that trains local target area parents to serve as trainers for a multi-ethnic parenting program."

Performance on Goal

- Transition of all parent classes completed. Classes were conducted culturally specific to African American, Hispanic, Filipino, Samoan and Anglo parents.
- Training completed for the following parent consultants:
 Fetutasi Nancy Aupiu (Samoan Instructor)
 George Melgarejo (Hispanic Instructor)
 Patsy Tafoya (Hispanic Instructor)
 Gabriel Rodriguez (Hispanic Instructor)
 Brendia Lawrence (Afro-American Instructor)
 Ernie Paculba (Filipino Instructor)
 Ben Marte (Filipino Instructor)
 Glen Copple (Anglo Instructor)
 Walter Seetal (Anglo Instructor)
- Instructor referrals are being made to a variety of CBO's, churches and the Housing Authority. Three parent trainers have become part or full time program instructors for either a school or a community based organization.

CONCLUSION AND RECOMMENDATIONS

Communities across the country are crying out for help and searching for some direction on how to deal with gangs and drugs. Several of these communities have the solutions at their very fingertips, they just don't know it. The Community Reclamation Project sought to provide this direction in "Rising Above Gangs and Drugs: How to Start A Community Reclamation Project" manual. This "cookbook" approach covers everything from hiring staff to implementing parenting and civil gang abatement programs. We wanted to give communities the foundation to build on instead of continually reinventing the wheel.

The key to developing a successful action plan is communication and open mindedness. The staff at CRP, based on our experiences respectfully suggest the following:

1. Community Assessment Profiles should be developed so that all entities of the community are made aware of the actual picture of crime, especially that related to gangs and drugs. These assessments should then be presented to all service organizations, chambers of commerce, schools, local business groups, community based agencies, community action groups, religious community and law enforcement so that everyone is operating from the same information. The written information is the key to approaching the very real problem of denial, and to assist communities in applying for funding.
2. Interagency task forces need to be developed involving all segments of the community to put together an action plan based on the information in the assessment profile. Initially these task forces may be limited to public agency personnel, but they cannot remain locked into one group. Community based agencies and residents at large must be included and allowed to provide feedback as gangs, drugs and crime are not just public agencies/law enforcement problems.
3. Smaller offshoots or subcommittees of the Interagency task force should be developed to design, implement and research specific problems/projects. A successful way of accomplishing this is through an on-going city information network. This gives residents, local business, local government, schools and others a chance to bring specific issues to the group for problem solving. It also gives people a chance to vent any frustrations or problems that they may be having.
4. Community surveys should be sent out to a random sampling of the target areas, be that a one block neighborhood, or a city of 100,000. This is critical to get a feel for the direction that the residents would like to see services take as opposed to just those agencies or individuals represented on the task force. It also serves as a useful tool in assessing the progress made in your target area on a monthly, yearly, etc. basis. A caution regarding the surveys for highly impacted

communities is to have a backup plan on how to get your answers. We had a problem with several residents not being able to read or write.

5. Hold neighborhood or town hall meetings to decimate the information or profile that you have developed based on the survey results and the community assessment profile. This allows others to feel involved from the ground floor and allows them to fill in some of the gaps in terms of information.
6. Involve local media in your interagency task force and make sure that they buy in to the plan for involving the remaining community members so that they can help promote strategies to be used. It is also helpful to work out an agreement regarding covering gang stories and giving equal time to positive activities involving at-risk youth and their families.
7. After assessing the number and types of programs addressing youth and families, determine what gaps there are and whether or not they can be filled by the existing programs. If they cannot, special intervention and prevention programs are a must. Such programs may include: specific community action training providing knowledge of how to access and use available resources; creating community advocate positions to offer a safe contact person for highly impacted neighborhoods; creating a street gang intervention team which directly interfaces with problem segments of the community to diffuse potentially dangerous situations and direct those people outside of the system back into the system.
8. Work closely with law enforcement to develop a special target intervention team composed of the local city council, law enforcement (including school and housing police), members of the tenant advisory boards or resident advisory councils, community advocates, the fire department, code enforcement and parks and recreation to develop custom strategies to immediately impact neighborhoods and housing communities. These strategies would focus on, but not be limited to location and civil gang abatements.

Training from this team should also be made available to the board of realtors and other interested property owners.

Throughout this entire process, special attention must be given to law enforcement. It is critical that the area captain or chief endorses this approach and is committed to the concept of community-based policing. Law enforcement is in the position to make an immediate impact on changing attitudes in affected neighborhoods by bringing the force of the community to bare on the criminal elements. Community-based policing is a way of improving law enforcement effectiveness while creating a positive community relationship.

In all projects, a time commitment must be made, and a backup plan in place for very common renches in the work such as budget cuts, teacher strikes, change in political administrations and federal, state and local program emphasis.

Reclamation will be the word of the '90's. We can take back our communities, but we must realize that this takes time-it cannot be done overnight. It takes visibility, accountability and responsibility. We can't ask others to do something that we are not willing to do ourselves.

Finally, we must accept that our communities are going to experience as much crime as we are willing to tolerate. Through the strategies, successes and visual example that the Community Reclamation Project is offering, there is hope that change will begin to take place. Let us start today in making our commitment to rise above gangs and drugs.

Appendix

1. Equipment List

1 Answering Machine, Panasonic #KX-T1470	\$ 92.28	GOOD
1 Wall Board 48"X36" Erasable	22.03	GOOD
1 Bookcase 40" w/3 shelves	53.20	GOOD
1 Bookcase 48" wood w/4 shelves	73.66	
1 Bookcase 30" wood w/2 shelves		
1 Calculator, Sharp Electronic	69.71	GOOD
1 Camera, Vivitar TEC 155	190.53	GOOD
3 Chair mats	57.62	FAIR
2 Chair, posture on rollers	106.45	XLNT
1 Clock, wall	10.99	GOOD
1 Computer, AST PREMIUM 386, w/monitor and mouse - Model 300 550592-001	4,698.78	XLNT
1 Computer Memory Board & Memory Mngr	475.04	INST
1 Computer table		
1 Copy holder (metal)	20.22	GOOD
6 Room dividers (60"X60")	151.80	GOOD
1 Easel for presentations	166.05	GOOD
1 Desk w/return, 78"X92", wood	400.00	XLNT
1 Desk, 60", wood	137.95	XLNT
1 FAX Epson #1000	560.43	XLNT
1 File cabinet 2 drawer wood w/lock	138.72	XLNT
1 Message Center (plastic)	8.59	GOOD
1 Paper cutter	54.99	GOOD
1 Printer, LQ850 Epson, #2020019719	563.39	GOOD
9 Stackable trays	9.08	GOOD
1 Computer cart on rollers	119.90	GOOD
1 Stapler, heavy duty	89.99	XLNT
2 Staplers	32.97	GOOD
2 Table 6', folding utility	65.96	GOOD
1 Table 27", w/rollers		
1 Tape recorder	74.50	GOOD
2 Tape dispensers	2.78	XLNT
1 Three hole punch	9.98	GOOD
3 Trash cans	5.97	NA
1 Two hole punch	4.99	XLNT

SOFTWARE

Corel Draw	350.00
Corel Draw upgrade	119.00
Windows	159.70
Windows 3.0	85.19
Pagemaker update	226.15
Scanner	271.58
Framework	439.00

Loaned from Los Angeles County Probation Department:

1 Computer, IBM		
1 Desk, w/return, metal		
5 Chairs w/arm (metal)	166.65	GOOD
3 File cabinet, metal 5 drawer	210.00	GOOD
1 File cabinet, 3 drawer		GOOD
2 Vertical file		GOOD
1 Bookcase, 1 shelf		
2 Chairs, side, vinyl uph		

2. Products List

Rising Above Gangs and Drugs: How to Start a Community Reclamation Project

Rites of Passage Handbook

Facilitators Handbook

Parent Enhancement Handbook