



Comprehensive Gang Model

Fort Pierce City Commission
August 18, 2014



Comprehensive Gang Model Training

Delegation from St. Lucie attended *Comprehensive Gang Model* Training provided by OJJDP and the National Gang Center in March 2014:

- Chief Sean Baldwin, Fort Pierce Police Department
- Executive Director Christine Epps, Roundtable of St. Lucie County
- Assistant U.S. Attorney Shaniek Maynard, U.S. Attorney's Office
- Deputy Administrator Clint Sperber, Health Department – St. Lucie County
- Chief Probation Officer Wyde'a Wilson, Department of Juvenile Justice
- Superintendent Genelle Yost, St. Lucie County Public Schools

County officials to attend anti-gang training

By Elliott James
enotow@stlucie.com
784-643-1234

FORT PIERCE – A team of St. Lucie County public officials will be attending federal anti-gang training sessions this week as part of a growing counteroffensive against violence among youths and young adults.

Last year's gunfire and murders in and around north Fort Pierce's Lincoln Park neighborhoods

prompted a public outcry for finding ways to stop violence in the area. Five community leaders, including the police chief and school superintendent, will be in Dallas from Tuesday to Thursday for presentations from the National Gang Center and the Office of Juvenile Justice and Delinquency Prevention.

Police Chief Sean Baldwin organized the group.

See GANGES, 17A



COMPREHENSIVE GANG MODEL

A comprehensive response to a chronic community problem.



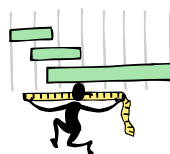
Comprehensive Gang Model

- A MODEL that guides communities step-by-step through the implementation of a comprehensive community-wide strategy
 1. Assessment and Planning
 2. Capacity Building
 3. Implementation
- Developed by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and Supported by the National Gang Center

Key Attributes



Focused



Scalable



Flexible



Compatible



Collaborative

Implementation / Evaluation Sites*

Early Evaluation Sites

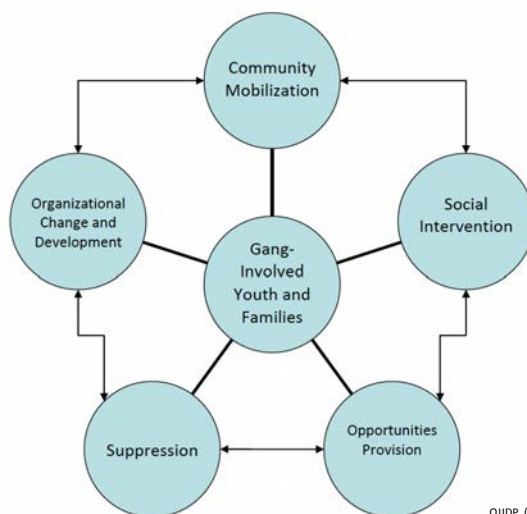
- Bloomington, IL
- San Antonio, TX
- Riverside, CA
- Mesa, AZ
- Tucson, AZ
- Houston, TX
- Richmond, VA
- Los Angeles, CA
- North Miami Beach, FL
- Milwaukee, WI

Most Recent Implementations

- Denver, CO
- Syracuse, NY
- Tacoma, WA
- Newport News, VA
- North San Diego, CA
- 3 Sites in Canada

*Not all Sites Listed

Five Core Components



OJJDP. (2009) *Comprehensive Gang Model: Planning for Implementation*. Exhibit 4.1, p 21

Administrative Structure

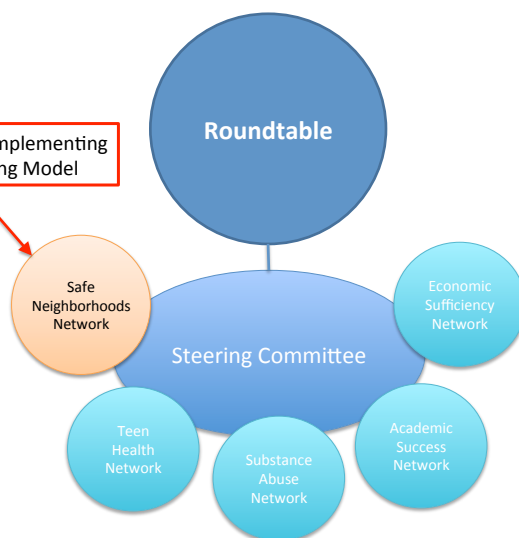
Roundtable of St. Lucie County



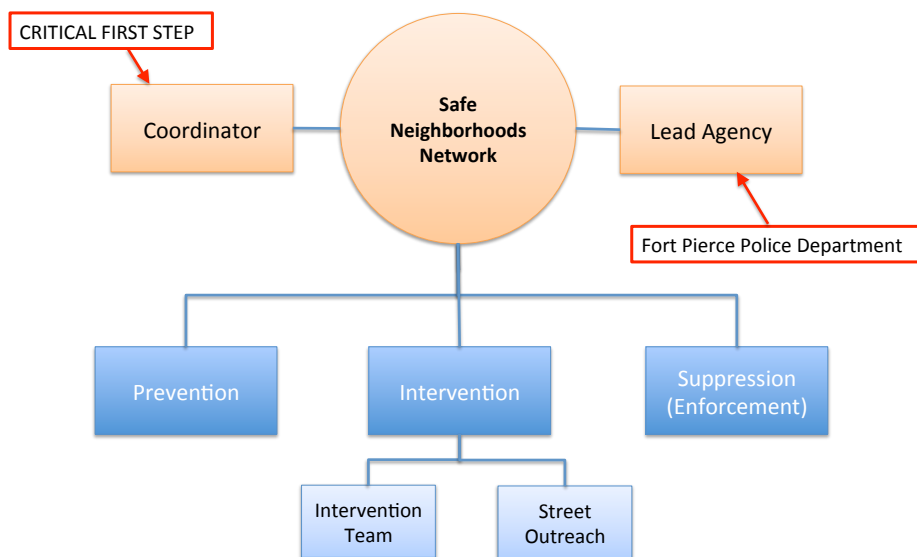
OJJDP. (2009) Comprehensive Gang Model: Planning for Implementation. p 29

Roundtable Structure

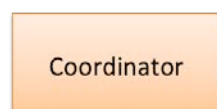
Primary Focus on Implementing Comprehensive Gang Model



Safe Neighborhoods Network Structure



Coordinator Component



- **Critical First Step**
- Responsible for managing the plan, maintaining focus, and accountability
- Cost = \$80,000 per year



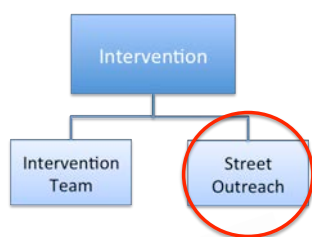
Suppression Component

Suppression (Enforcement)

- Law enforcement operations that focus specifically on violent gang offenders
- Multi-agency task force operations & investigations, directed patrols, offender supervision, etc.
- Cost depends on strategies (we can use existing resources)



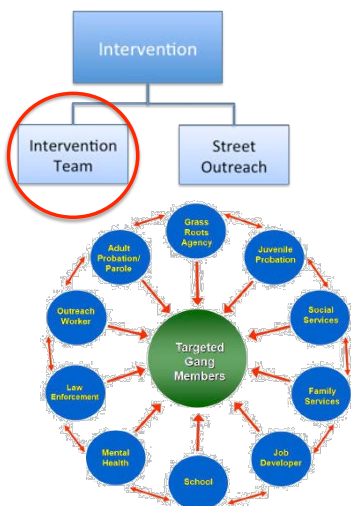
Street Outreach Component



- **Essential Component**
- Similar to Public Health Model (i.e. HIV)
- Outreach workers build relationships with specific target population:
 - Mediate Conflict
 - Steer Youth / Families to Resources
- Boston Safe Street Model uses Street Outreach & Case Managers
- Cost = \$150k - \$200k per year



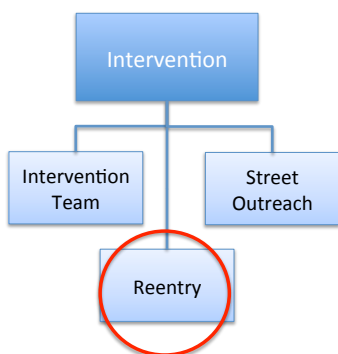
Intervention Team Component



- Multi-Disciplinary Intervention Team
- Youth are referred by schools, law enforcement, parents, etc.
- An intervention response plan is adopted for each child / incident
- Cost = \$0 (almost) – we can use existing resources to implement



Reentry



- Prevention / Intervention
- Targets serious offenders reentering the community after confinement
- Cost = dependent on scope of services



Prevention Component

Prevention

- Prevention (Opportunities) includes education, recreation, job readiness, etc.
- Primary and secondary target populations
- Several research based best practices based on target group, risk factors, etc.
- Can leverage existing programs (i.e. PAL, Boys and Girls Clubs, Churches etc.)
- Cost \$???



Strategic Planning Tool – Best Practices

The screenshot displays the OJJDP Strategic Planning Tool interface. The left sidebar lists 'Programs by Age Range' with categories: Prevention, Intervention, and Comprehensive. The main content area shows 'Best Practices' for 'Ages 12-17'. The list includes 10 numbered items, each with a brief description of a practice. The top navigation bar includes links like Home, Overview, and Reports.

Implementation Timeline

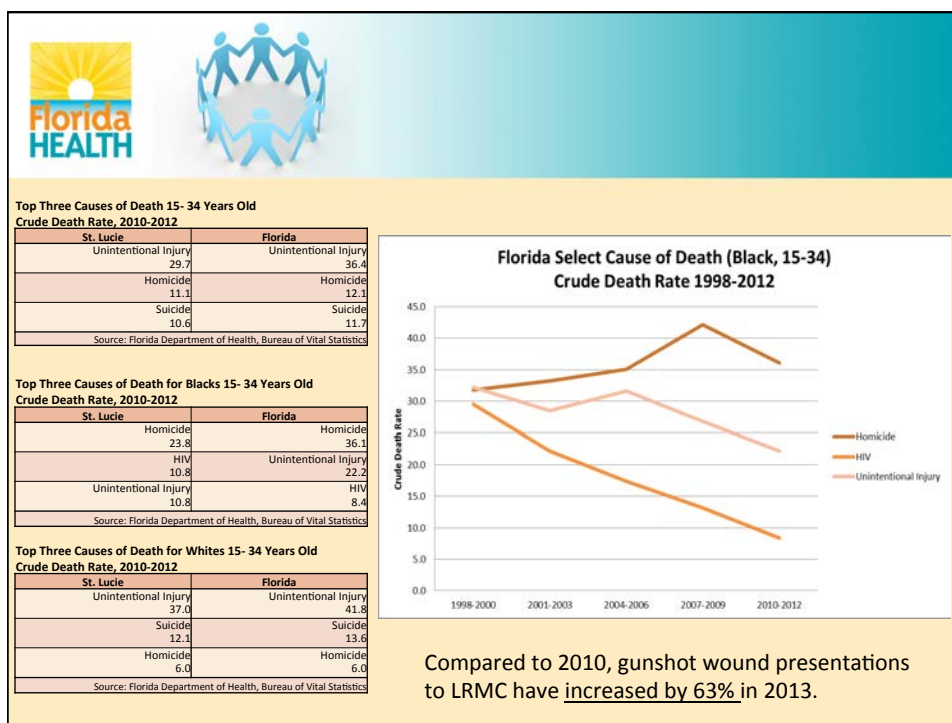
Table 3: Timeline for Implementing a Comprehensive Gang Program	
This timeline provides a general idea of the activities in each phase and, based on experiences of other comprehensive projects, the approximate length of time it takes to complete the activities in each phase. Each community's administrative structure and practices, community politics, and community readiness will dictate the actual length of each phase.	
Assessment and Planning (6-12 months) ✓ Identify key stake holders. ✓ Form a steering committee. ✓ Establish gang definitions. ✓ Hire a project coordinator. ◆ Solicit a research partner. ◆ Conduct a comprehensive community assessment (including the community resource inventory).	◆ Provide gang awareness training to project service providers. ◆ Develop a community resource referral and feedback process. ◆ Develop a program referral process. ◆ Train project partners on the project referral process. ◆ Develop a data collection and analysis system.
Capacity Building (3-6 months) ◆ Complete the contract procurement process for program services. ◆ Develop program policies and procedures. ◆ Advertise, hire, and train new staff to provide services. ◆ Develop a client referral and recruitment process. ◆ Select intervention team members. ◆ Conduct intervention team training.	Full Implementation (12-18 months) ◆ Initiate program services. ◆ Initiate client referral process. ◆ Begin client intake process for prevention and intervention clients. ◆ Begin conducting client reviews during intervention team meetings. ◆ Begin providing focused suppression efforts. ◆ Begin conducting community prevention activities. ◆ Reach program caseload capacity.

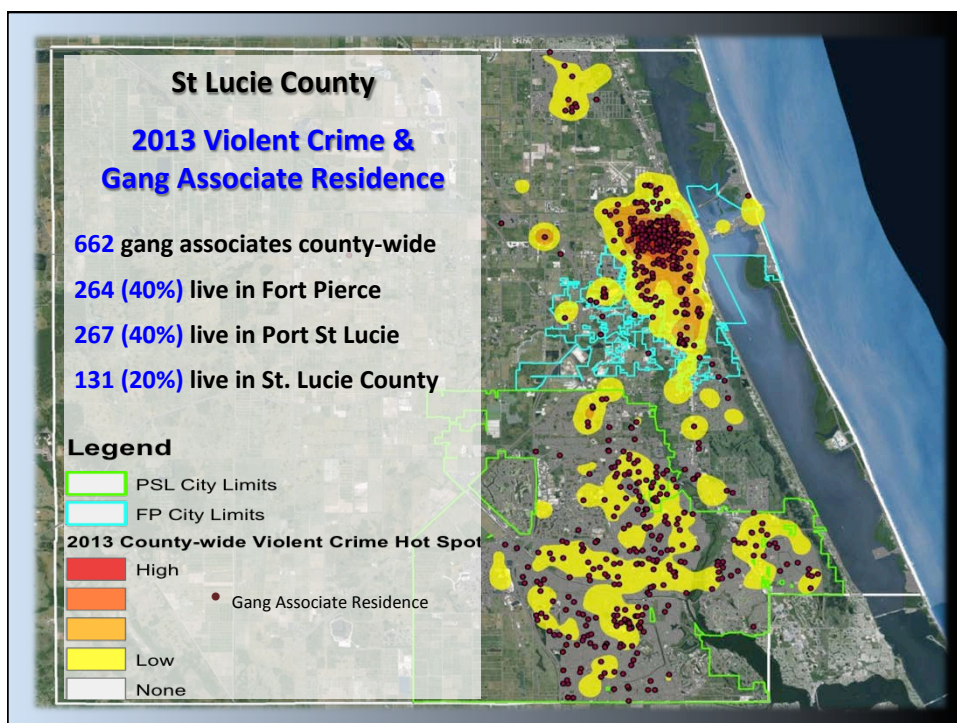
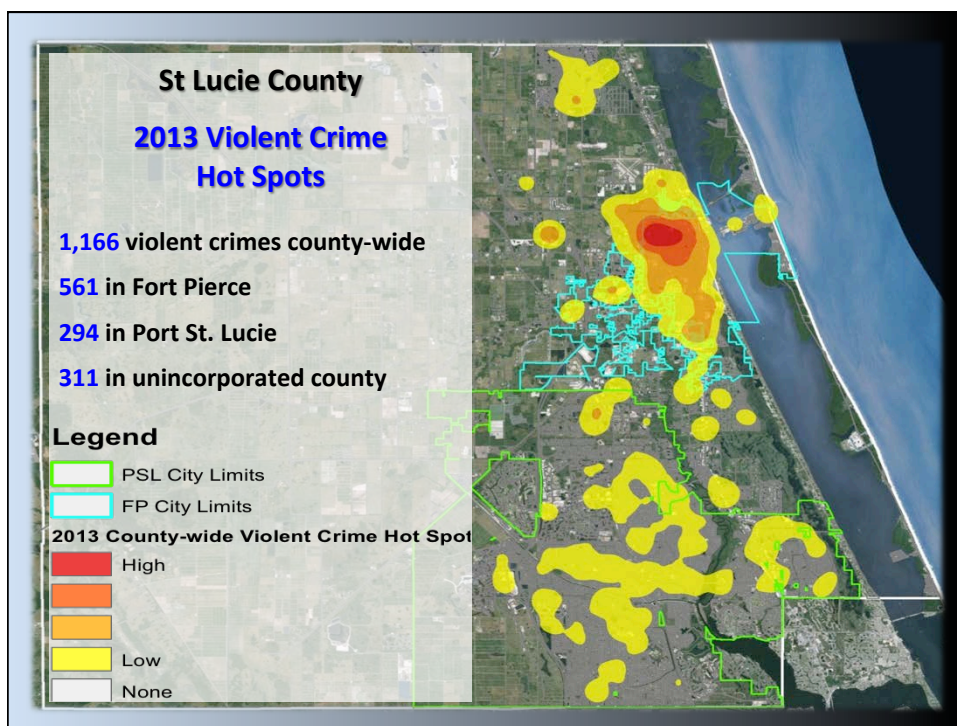
Assessment and Planning Phase

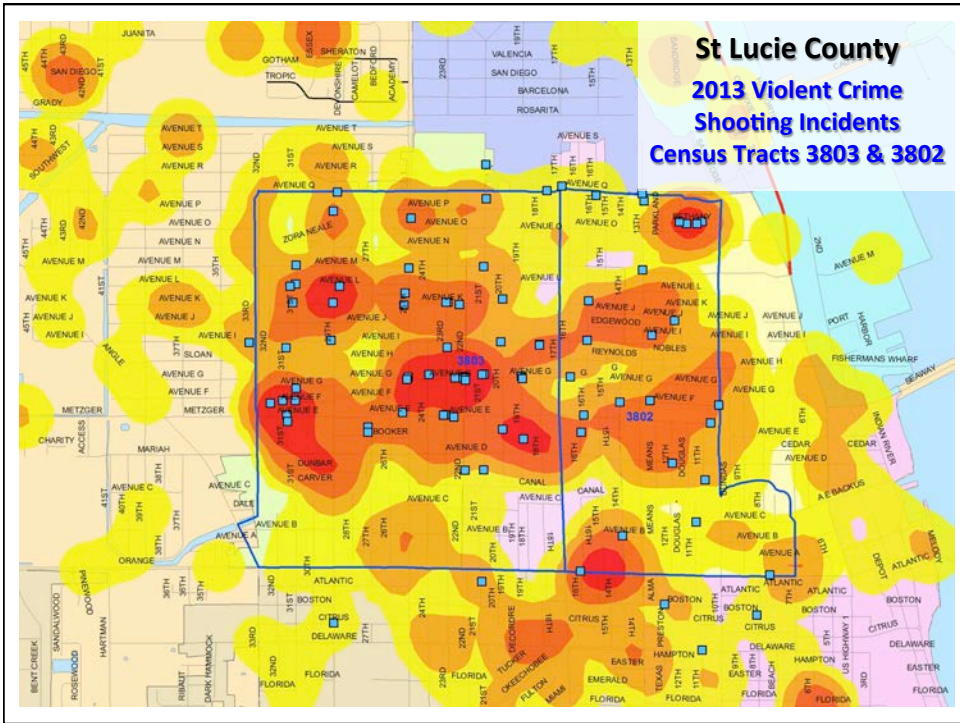
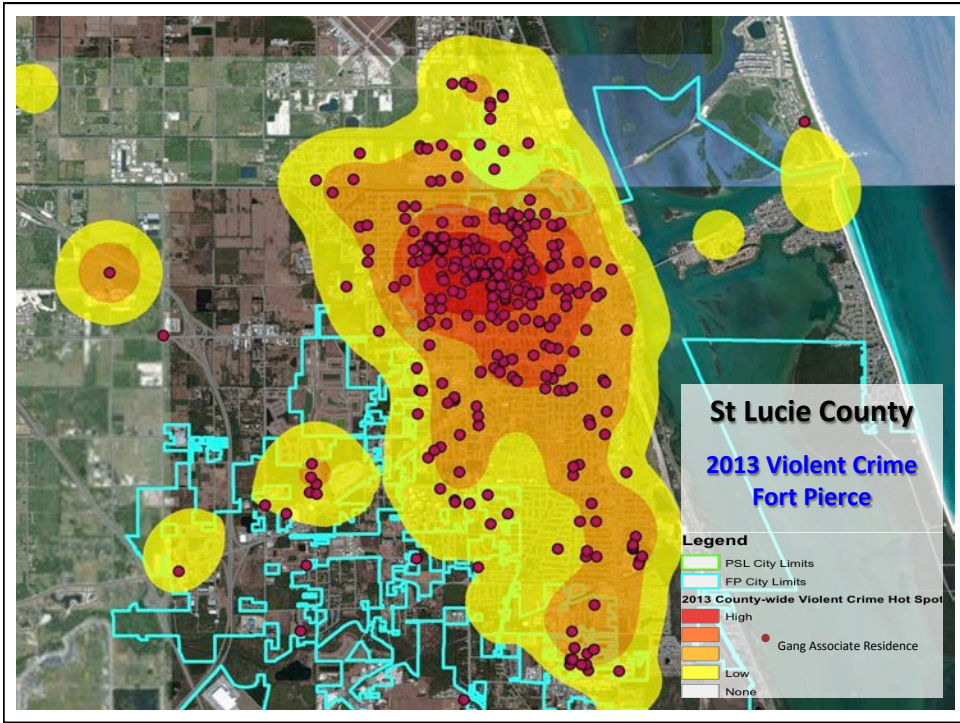
- Determines target area
“What area in the assessed community has the highest crime rates?”
- Defines primary target population
“demographic profile of gang members who are involved in violent criminal activities [in target area]”
- Defines secondary targets
“youth at risk of committing gang crimes”
- Prioritizes problems (sets specific objectives)



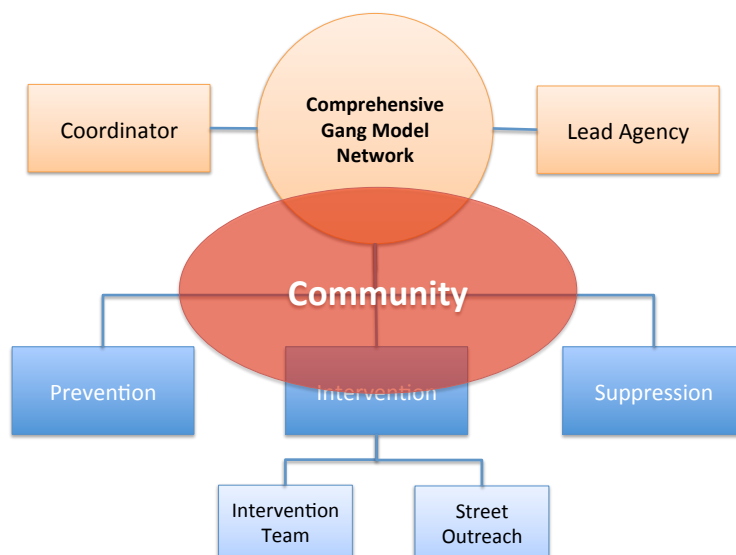
Data Analysis







Community Mobilization



Progress Report – Roundtable

The Roundtable of St. Lucie County has taken the following actions:

- Identified violent crime as the # 1 strategic priority
- Along with the Restoring The Village initiative, completed an extensive data collection
- Adopted Comprehensive Gang Model
- Agreed to serve as the “Steering Committee” for CGM
- Formed Safe Neighborhoods Network
- Expanded membership to include leaders from the Lincoln Park Community
- Defined the target area, adopted organizational structure, gang definitions, and appointed interim coordinator



Progress Report - Funding

The Fort Pierce Police Department, acting as lead agency, has applied for the following funding:

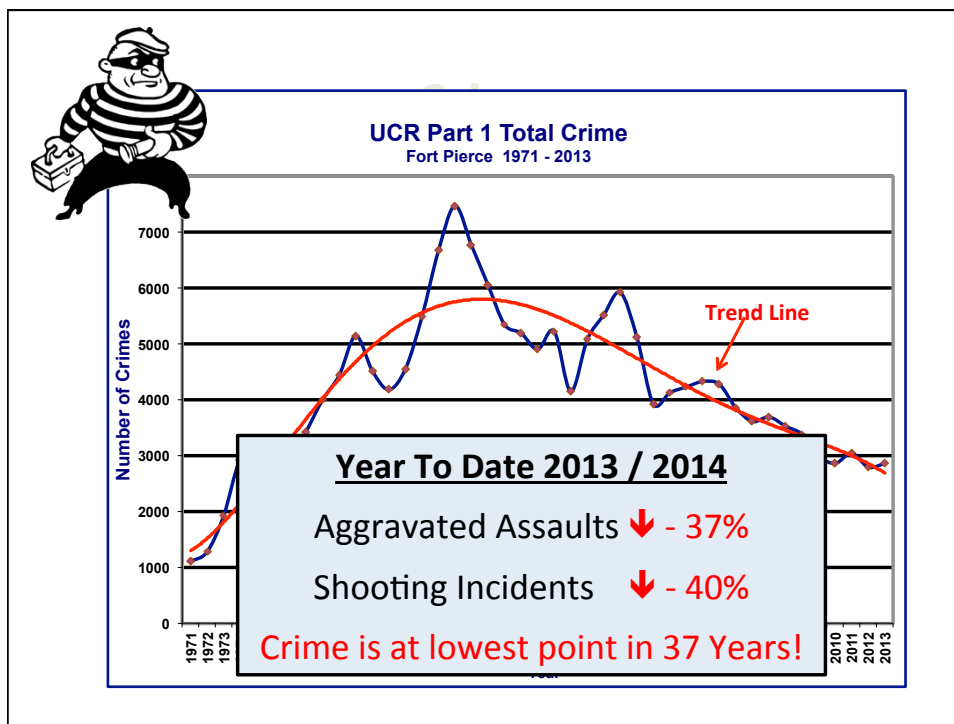
- **\$1M** grant (over 3 years) from the Department of Justice to implement the entire CGM including expansive prevention and enforcement pieces
- **\$400k** grant (over 3 years) from Department of Health and Human Services to support research and street outreach components
- **\$200k** grant (over 2 years) from the OJJDP to implement the coordinator and outreach components
- **\$200k** grant from Department of Housing and Urban Development to install and operation the Shotspotter gunfire detection system
- **\$20k** grant from the Department of Justice National Youth Violence Forum to provide technical support towards the adoption of a comprehensive strategy
- Additional funding proposals are being prepared for the Children's Services Council (coordinator/outreach), Hunt Foundation (outreach), and City of Fort Pierce (coordinator).



Progress Report – Communications

Members of initial delegation have developed a **Communication and Community Engagement Plan**, which includes:

- Planned dissemination of information through mass media (radio, print, television)
- Several focus group sessions designed to educate, engage, and elicit feedback (assessment research) from our community:
 - Youth (Hosted by PAL Youth that attended PCBC Conference)
 - Faith Community
 - Residents (within the designated hot spots)
 - Criminal Justice Professionals
 - Educators
 - Youth Program Providers
 - Government / Elected Officials
 - Key Community Leader's (Restoring the Village Advisory Team)
 - Business Leaders (Chamber, FP Area Council)
- Culmination in a **Restoring The Village Public Forum** hosted by the National Gang Center **on September 30, 2014** to seek public acceptance of model.



COST of Violent Crime in St. Lucie County?

- \$ Criminal Justice System
- \$ Trauma / Medical Services
- \$ DJJ Detention
- \$ Jail Incarceration
- \$ Law Enforcement
- \$ Lost Economic Development

\$17.25 Million per Murder

DeLisi et al. (2010) *Journal of Forensic Psychiatry & Psychology*. Murder by numbers... p. 501-513