

**SELECTED STRATEGIC ACTIVITIES/STRUCTURES
FOR RESPONDING TO THE METAPROBLEM OF YOUTH GANGS
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DOMAIN	SUPPRESSION	SOCIAL INTERVENTION	OPPORTUNITIES PROVISION	ORGANIZATIONAL CHANGE AND DEVELOPMENT	COMMUNITY MOBILIZATION
A. Street Hotspots, parks	Targeted gang surveillance, monitoring, communication, warning, setting limits, dispersal, arrest, sweeps, incarceration	Outreach, contact target youth (gangs), brief counselling, crisis intervention, mediation, referral for services, recreational programming	Referral for training, jobs, paid community service projects, e.g., graffiti removal, beautification, side walk/street repair, painting, clean-up, gardening	Staff availability--evenings and weekends; use of beepers and field supervision, use of mobile service vehicles	(Networking) multiagency team patrols, availability of citizens as role models and mentors, use of agency workers and citizens to facilitate and supervise street events
B. Home (parents)	Advice and supervision by schools, community-based youth agency staff, probation/parole officers, court pressures, visitation by grassroots groups, e.g., parent groups	Counselling, support, advocacy, parent education regarding gangs, referral for services, including drug treatment, medical services	Referral for jobs, training, and educational development	Case management by a particular agency to coordinate service to families of gang youth	Increase parent participation in school and community meetings, patrols, community action programs to deal with crime and community improvement
C. Police	Investigation, intelligence, analysis and appropriate information sharing, gang problem surveillance, enforcement, education of criminal justice, community-based agencies, and grass-roots groups, as to scope and seriousness of problem; close collaboration with prosecution	Mentoring at risk and gang youth, brief counselling, referral for social services, mediation, case conferences around specific youth, conduct of anti-gang programs at school and community (such as Lew Golding's CHILL OUT)	Referral of gang youth for jobs, training, education, job development, supervision of youth in special training and job projects	Development of specialist gang officers, gang units, law enforcement task forces, computerized information on systems, internal agency coordination of policies and procedures	Participation in interagency community task forces; collaboration with grassroots patrols and community agency and business anti-gang programs
D. Schools	In-school monitoring, uniform discipline code (including gang offenses, communication and application of fair rules (re: gang symbols, dress, activities), school suspension, expulsion, parent contacts, collaboration with criminal justice agencies	For students: anti-gang educational programs, conflict resolution instruction, peer group counselling (re: gang problems), crisis intervention, provision of school based social and health services, after-school recreational programs ***** For parents: out reach, referral	Remedial and enriched educational programs for gang youth with academic problems; vocational and apprentice training, joint school-work experiences, tutorial and mentoring, field visits to business/industrial settings	Gang security units, school-social service, community agency teams focused on gang problem; special system-wide curriculum, social development coordinating structures	School community advisory groups, participation in anti-gang community task forces, development of policies and procedures for sharing certain kinds of student information with other agencies, development and use of parent patrols and volunteers to assist with gang control and prevention

		for services, parent education regarding gangs			
E. Prosecution	Investigation, case selection, knowledge of gang-applicable law, development of recommendations for gang law, collaboration with police, developing case strategies (re: bail, detention, waivers, use of witnesses, witness protection, disposition recommendations)	Development of community service resource manuals for gang offenders, parents, recommending sentences directed to rehabilitation	Collaboration with business groups and chambers of commerce in job development for gang youth	Vertical prosecution, development of policy and procedure for entire unit re: gang processing, collaborative information sharing across law enforcement agencies	Coordination with other criminal justice and community organizations, assisting in the formation of task forces, communication with media re: nature of problem and potential solutions
F. Judges	Ensure that gang member obtains a fair hearing, concern both with protection of community and youth from violent gang activities, appropriate sentencing to institutions, appropriate use of waivers of youth to adult court	Court orders to facilitate rehabilitation (e.g., diagnostic testing, psychiatric treatment) recommending family services to gang youth and parents	Recommending special programs with pressures on schools, agencies, and businesses, to provide appropriate education and training opportunities for gang youth	Regular supervisory meetings with probation supervisors; meetings with groups of probationers, access to computer information on gang youth history and adjustment	Providing community advisory leadership on gang problems and need for more resources, sitting on community boards in advisory capacity and avoiding conflict of interests situations
G. Probation	Close supervision of gang youth, enforcing violations of court orders, appropriate use of detention, collaboration with police (joint patrols), collaboration with parole and prosecution; home and neighborhood visits	Counseling, referral for individual, family mental health, medical and dental services, teaching conflict resolution skills, mediation, and crisis intervention, organizing parent support groups of probationers, parent education as to gang problem; development of special preventive programs for younger, high risk youth in schools	Providing court sponsored training and job opportunities, provision of special remedial academic programs; referrals for job or to job agencies	Developing risk/needs assessments, computer information systems (re: gangs and gang members, and available community resources), intensive supervision, vertical case management; out-reach to employers, schools, youth agencies	Organizing or stimulating community groups including parents, former gang members, to form community anti-gang patrols; sponsoring and coordination of community agency and grassroots collaborative programs, participating in interagency community task forces
H. Corrections	Identification and close supervision of gang youth, application of clear policy (re: participation in gang activity in institutions), dispersion of gang members throughout institution if possible; collaboration with police, prosecution, parole (re: information sharing and joint approaches), transfer of selected hardcore gang youth as appropriate to other institutions	Values change programs, conflict resolution instruction; drug/alcohol programs, personal and group counselling, use of volunteer mentors, referral for services, including psychological, medical, dental	Remedial and advanced educational programs, training and job opportunities within institution and outside facility	Special staffing/team arrangements in institutions with serious gang problems, development of information systems on gang members/incidents, developing risk/needs assessments	Involving community groups in institutional living programs, participation in interagency and community task forces

I. Parole	Close supervision of gang youth, enforcement of parole orders, appropriate use of detention and revocation of parole, collaboration with probation, police, other justice system officials, home neighborhood visits	Individual, group counseling, referral for social, medical, psychological, services, development of parent support groups, developing housing arrangements, family counselling, crisis intervention, teaching conflict resolutions skills, close case collaboration with institution prior to youth release	Provision of training and remedial education opportunities, direct job referrals, job development; close collaboration with schools, employers, to sustaining youth programs	Developing risk/need assessments; use of case managers, trainers, specialized gang parole officers	Collaboration with a variety of agencies and development of services and job opportunities in respect to parolees, membership in community task forces
J. Employment and Training Organizations	Liaisons with probation, parole, awareness of gang culture and potential problems; clear rules (re: proscribed behavior)	Career counselling, peer worker support arrangements, collaboration with mentors, referral for services, social support for parents and family, crisis management	Intake screening and assessment, tutoring, work acclimation training, job placement, and follow-up, academic and job skills training and/or referral	Integrated school/job training, multi-functional staffing, use of neighborhood mentors, monetary incentives for participation	Collaboration with various agencies (re: recruitment of gang youth and development of support services), participation as member of interagency and community task forces
K. Community Youth-Based Agency	Setting clear, fair rules and implementing them; monitoring and supervising youth in agency and community hot-spots, appropriate collaboration with police, probation, parole, and other justice system officers; contracting with justice system to provide services under prescribed conditions	Supervised recreation, group work activities, individual, group, family counseling, parent education (re: gangs), referral for services, job support, crisis intervention, mediation, home visits, sponsor of community service activities, victim assistance	Tutoring, remedial education, job training, job development and placement, small business opportunities, Community Economic Development projects, close collaboration with schools, re: involvement of gang youth and their families in the educational process	Case management, out-reach, decentralized centers, as appropriate for gang youth; use of paraprofessional and professional teams of workers	Neighborhood activity sponsors, member of interagency task forces, advocate for additional services and resources on behalf of gang youth, organizer of parent patrols in collaboration with schools and police
L. Grassroots Organization	Collaboration with police, probation, and other justice agencies, organizing parent patrols, advocate of improved law enforcement, supervision of youth activities in the neighborhood, supporting more victim involvement at court in prosecuting gang cases	Counselling, tutoring, referral of youth for services, parent education (re: gang problem), sponsor of youth activities, crisis intervention and mediation	Sponsoring special training, educational and job development programs for gang youths; stimulating local business development for job opportunities for gang youth	Out-reach programs to youth, including gang youth, use of specialist gang worker development of formal and informal data systems (re: planning to deal with gang problem), court watchers at gang cases	Sponsor local interagency and community gang task forces, advocate improved agency services, support parent patrols especially in school areas
M. Emerging Gang Problem Context Emphasis	Identification and close supervision of juvenile gang members, and those at risk for gang membership; arrest and prosecution of older gang members	Counselling, recreation programming, family services, anti-gang curricula, parent education programs	Referral for jobs, coordination of training and better use of existing job opportunities	Out-reach to newcomer and/or race/minority ethnic groups in community, use of local citizens and volunteers, mainstream rather than specialized approach to problem	Development of informal as well as formal links among agencies and community groups

N. Chronic Gang Problem Content—additional purposes	Target older gang youth and leaders as well as high risk gang prone youth, collaboration of justice systems and community-based agencies (re: information and witness protection)	Crisis intervention, mediation, special service support projects to core gang youth at school and on job	Develop major job programs, alternative schools and special educational mainstream programs for gang members	Specialized workers, units, and procedures, use of computer information systems	Formal interagency and community anti-gang councils, monitoring of agencies so that they target hard-core gang youth as well as high risk gang prone youth.
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