
**An Evaluation of the Youth Violence
Prevention Program in Palm Beach
County**

**Presented to the Palm Beach Board of County
Commissioners**

April 2008

Center for Criminology and Public Policy

Florida State University

The Center for Criminology and Public Policy Research would like to acknowledge the Palm Beach County Commission and the Criminal Justice Commission for their support in the development of this evaluation.

The Florida State University Center for Criminology and Public Policy Research evaluation team includes:

Thomas Blomberg
William Bales
Wendy Cavendish
Karla Dhungana
Karen Mann

Contents

1.0 Historical Perspective	1
1.1 Introduction	1
2.0 Palm Beach County's Initiative	3
2.1 Program Sites and Matched Control Sites	4
3.0 National Violence Prevention Model	13
3.1 Core Elements of the Model	14
3.2 Palm Beach County's Youth Violence Prevention Program	17
4.0 Evaluation Methodology	21
4.1 Data Sources	21
5.0 Findings	25
5.1 Implementation Directives by Palm Beach County	25
5.1.1 Prevention	26
5.1.2 Law Enforcement	27
5.1.3 Courts	28
5.1.4 Corrections	28
5.2 Implementation Findings by Component and Site	29
5.2.1 Implementation: Prevention	29
5.2.2 Implementation: Law Enforcement and Courts (adult)	42
5.2.3 Implementation: Corrections	54
5.3 Implementation Results: Programs and Services Delivered	57
5.3.1 Implementation Results: Prevention	59
5.3.2 Implementation Results: Law Enforcement	85
5.3.3 Implementation Results: Courts	97
5.3.4 Implementation Results: Corrections	102
5.4 Implementation Outcomes (individual-level data)	105
5.4.1 Implementation Outcomes: Prevention – Arrest Histories	105
5.4.2 Implementation Outcomes: Corrections – Self Determination Skills	106
5.4.3 Implementation Outcomes: Corrections – Arrest Histories	108
5.4.4 Implementation Outcomes: Prevention & Corrections – Survey Data	108
5.5 Implementation Outcomes: Violence Reduction Indicators	110
5.5.1 Implementation Outcomes: UCR Crime Data	111
5.5.2 Implementation Outcomes: Economic Impact	116
6.0 Summary and Discussion	120
Appendix A: YEC Program Activities	127

Appendix B: YEC Program Categories	131
Appendix C: Information Regarding the YEC Data by Site Tables	133

1.0 Historical Perspective

Since the early 1990s, Palm Beach County has employed research in its efforts to successfully confront crime and improve its criminal justice system. Through the efforts of its Criminal Justice Commission (CJC), Palm Beach County has implemented such research-based initiatives as Weed and Seed, and drug courts. What is particularly noteworthy about Palm Beach County's research-driven orientation to confront crime and improve its criminal justice system has been its concerted effort to not only implement research validated initiatives but to evaluate these initiatives in order to conclusively determine their actual effectiveness.

1.1 Introduction: An Analysis of Violent Crime in Palm Beach County

This commitment to research and validated crime and criminal justice initiatives has been exemplified once again as Palm Beach County has mobilized against the problem of youth violence. Beginning in 2004, a series of media stories detailed frequent violent and often fatal crimes with firearms in the county. The perception was that the County was in the midst of a violent crime epidemic. In response, the Criminal Justice Commission initiated a study to determine if the perception of a crime epidemic was, in fact, correct. The study assessed the County's historical trends in the levels of violent crime, gun-related crime, and murder. The study found that while the County's overall crime rate had declined from 1990-2005, violent crime including those involving firearms, had increased with the murder rate having experienced particularly substantial increases from 2000 to 2005. Of additional importance was the study's finding that violent criminal offenders in Palm Beach County were most often adolescents or young adults between the ages of 15 and 24. These findings led the Criminal Justice Commission to assess what other communities across the country were doing to combat youth violence. After reviewing the federally sponsored youth violence reduction efforts of Boston, Massachusetts; Oakland, California; Kansas City, Missouri; Detroit, Michigan; Richmond, Virginia; Birmingham, Alabama; Buffalo, New York; Riverside, California; Minneapolis/St. Paul, Minnesota; and Seattle, Washington, it became evident that there were promising youth violence reduction program strategies that might be useful in Palm Beach County. Specifically, the most promising programs would need to be comprehensive and include law enforcement, prevention, intervention, and offender reintegration services. Moreover, it was clear that to maximize the program's potential for youth violence reduction success, it would be essential to involve the community in the

planning and implementation stages of these programs. Ultimately, it was decided that while Palm Beach County's youth violence problem mirrored those of other communities, it was critical that a tailored community-wide program be implemented that explicitly addressed the specifics of Palm Beach County's high violent crime communities.

2.0 Palm Beach County's Initiative

In recognition of the findings and conclusions of the study of violent crime in Palm Beach County, it was concluded that the county would implement a comprehensive approach that employed key elements of the national model established by the U.S. Department of Justice for Youth Violence Prevention. The county invited cities to participate and agree to the following conditions:

- Abide by the requirement that all city-related projects and efforts will service the residents within the identified geographic areas as outlined by Criminal Justice maps
- The city will make a commitment of building space for services within the identified geographical areas
- Design a phase-in plan, including timeline, for the creation of a Youth Empowerment Center
- Design a phase-in plan, including timeline, for a Justice Service Center
- Participate in the multi-agency task force law enforcement component of the Youth Violence Prevention Project
- Utilize the findings of the Project's 500 youth surveys to develop and prioritize youth empowerment programs
- Pay the city's portion of all goods, services, and personnel used in connection with this project
- Develop separate community advisory boards for youth and young adults
- Participate in all aspects of evaluation including data collection, data sharing, site monitoring, and visits

The county's comprehensive approach for confronting youth violence involved an integration of the national model for Youth Violence Prevention with the findings and conclusions of the research study of violent crime in Palm Beach County. Further, county professionals from the criminal justice system, education, human services, and local youth contributed to the planning for the County's comprehensive approach to youth violence reduction. Four subcommittees were formed, namely, crime prevention, law enforcement, courts, and corrections, and charged with developing a strategic plan. Additionally, a youth workgroup of 25 youth from around the county was established and began its efforts with a survey of over 500 youth throughout the county. The recommendations from the youth workgroup and the four subcommittees were examined and used to support the county's

implementation of a multi-agency comprehensive program model.

Ultimately, Palm Beach County's Youth Violence Prevention Program Model included four components, namely, (1) Crime Prevention; (2) Law Enforcement; (3) Courts; and (4) Corrections, and involved a joint county/city effort.

2.1 Program Sites and Matching Control Sites

Based on the findings from the study of violent crime in the county, five program sites or violent crime "hot spots" were identified and these cities agreed to implement the Youth Violence Prevention Project. Moreover, in order to conclusively determine the effectiveness of the program in the five program sites, five matching control sites (did not implement the YVPP) were identified by the FSU Evaluation Team. The method used to select appropriate matching control sites included the use of U.S. Census data and Uniform Crime Report (UCR) data.

Census Data: The primary variables that were considered to identify appropriate control sites included:

- percent of families below poverty level and per capita income
- ethnic composition
- education level as reflected by percent high school and college graduates
- employment level as reflected by percent in labor force
- median age

UCR Data: The primary variables that were considered to identify appropriate control sites included:

- Total crime rate per 100,000
- Total violent crime rate per 100,000
- Percent change in total crime rate from 2000-2006
- Percent change in violent crime rate from 2000-2006
- Total arrest rate per 100,000
- Total arrest for violent crime rate per 100,000
- Percent change in total arrest rate from 2000-2006
- Percent change in arrest for violent crime rate from 2000-2006

Tables 1 and 2 present comparison data for the five program sites and the five

control (experimental) sites. Table 1 presents 2000 Census data that was utilized for comparison to select appropriate matches. Table 2 presents Uniform Crime Reports data (crimes reported to law enforcement) for the program sites and the control sites.

Table 1 Program and Control Site Comparisons: 2000 Census Data (rate per 100,000)

Site	City	Total Population	Percent Male	Median Age	% White	% Black	% Hispanic	% High School Graduates	% College Graduates	% in Labor Force (16+)	Per Capita Income (in 1999 Dollars)	% Renter Occupied Housing Units	% Families Below Poverty Level
Program 1	Boynton Beach	60389	46.8	41.8	70.4	22.9	9.2	80.5	20.7	56.6	22573	27.2	7.4
Control 1	Royal Palm	21523	47.7	37.0	78.2	14.2	11.8	87.6	24.0	70.8	21875	11.0	3.7
Program 2	Lake Worth	35133	52.1	35.2	65.1	18.9	29.7	66.5	16.4	62.6	15517	47.6	15.8
Control 2	Greenacres	27569	46.8	39.6	83.2	6.5	21.2	79.8	17.4	55.0	19298	29.1	5.0
Program 3	Riviera Beach	29884	47.7	35.6	27.8	67.8	4.5	72.6	17.7	57.1	19847	40.8	19.0
Control 3	Mangonia Park	1283	46.9	31.5	14.6	76.7	9.1	71.6	8.6	69.5	14864	49.2	16.7
Program 4	West Palm Beach	82103	49.3	36.7	58.1	32.2	18.2	75.5	26.9	60.5	23188	48.0	14.5
Control 4	Lake Park	8721	49.1	34.2	41.3	48.8	5.8	73.7	15.4	63.2	18212	53.6	12.5
Program 5	Belle Glade	14906	50.9	29.9	30.3	50.7	27.6	46.5	9.9	55.7	11159	58.9	28.5
Control 5	Pahokee	5985	51.0	26.1	25.2	56.1	29.5	46.1	6.4	56.3	10346	42.2	29.4

Table 2 Program and Control Site Comparisons: UCR Crimes Reported to Law Enforcement (rate per 100,000)

Site	City	Year	TOTAL CRIME		VIOLENT CRIME		PROPERTY CRIME	
			Total Crime Rate/100,000	Crime Rate Yearly %Change	Violent Crime Rate/100,000	Violent Crime Rate Yearly %Change	Property Crime Rate/100,000	Property Crime Rate Yearly %Change
Program 1	Boynton Beach	2000	8264.8		829.6		7435.1	
	Boynton Beach	2001	8203.4	-0.7%	912.4	10.0%	7291.0	-1.9%
	Boynton Beach	2002	8396.6	2.4%	948.3	3.9%	7448.2	2.2%
	Boynton Beach	2003	8606.2	2.5%	1049.6	10.7%	7556.5	1.5%
	Boynton Beach	2004	7690.8	-10.6%	1042.8	-0.7%	6648.0	-12.0%
	Boynton Beach	2005	5952.7	-22.6%	757.6	-27.3%	5195.0	-21.9%
	Boynton Beach	2006	6071.2	2.0%	984.0	29.9%	3770.6	-27.4%
		Average		7597.9	-4.5%	932.1	4.4%	6477.8
Control 1	Royal Palm	2000	n/a		n/a			
	Royal Palm	2001	5628.3		498.4		5129.9	
	Royal Palm	2002	5688.0	1.1%	382.1	-23.3%	5305.9	3.4%
	Royal Palm	2003	6765.4	18.9%	485.1	26.9%	6280.3	18.4%
	Royal Palm	2004	5358.7	-20.8%	311.0	-35.9%	5047.7	-19.6%
	Royal Palm	2005	4241.9	-20.8%	288.2	-7.3%	3953.8	-21.7%
	Royal Palm	2006	3082.3	-27.3%	286.8	-0.5%	2795.5	-29.3%
		Average		5127.4	-9.8%	375.3	-8.0%	4752.2

Table 2 Program and Control Site Comparisons: UCR Crimes Reported to Law Enforcement (rate per 100,000) cont.

Site	City	Year	TOTAL CRIME		VIOLENT CRIME		PROPERTY CRIME	
			Total Crime Rate/100,000	Crime Rate Yearly %Change	Violent Crime Rate/100,000	Violent Crime Rate Yearly %Change	Property Crime Rate/100,000	Property Crime Rate Yearly %Change
Program 2	Lake Worth	2000	8604.4		1130.0		7474.5	
	Lake Worth	2001	8879.0	3.2%	1144.5	1.3%	7734.5	3.5%
	Lake Worth	2002	9701.9	9.3%	1385.6	21.1%	8316.3	7.5%
	Lake Worth	2003	9575.6	-1.3%	1413.6	2.0%	8162.1	-1.9%
	Lake Worth	2004	9695.3	1.2%	1425.2	0.8%	8270.1	1.3%
	Lake Worth	2005	10052.7	3.7%	1498.3	5.1%	8554.4	3.4%
	Lake Worth	2006	9667.1	-3.8%	1823.6	21.7%	7843.6	-8.3%
	Average		9453.7	2.0%	1403.0	8.7%	8050.8	0.9%
Control 2	Greenacres	2000	5698.4		493.3		5205.1	
	Greenacres	2001	5861.6	2.9%	446.2	-9.5%	5415.3	4.0%
	Greenacres	2002	6069.7	3.6%	633.5	42.0%	5436.2	0.4%
	Greenacres	2003	5896.3	-2.9%	779.7	23.1%	5116.6	-5.9%
	Greenacres	2004	5214.0	-11.6%	920.3	18.0%	4293.7	-16.1%
	Greenacres	2005	4451.6	-14.6%	818.7	-11.0%	3632.9	-15.4%
	Greenacres	2006	4928.5	10.7%	1046.2	27.8%	3882.3	6.9%
	Average		5445.7	-2.0%	734.0	15.0%	4711.7	-4.3%

Table 2 Program and Control Site Comparisons: UCR Crimes Reported to Law Enforcement (rate per 100,000) cont.

Site	City	Year	TOTAL CRIME		VIOLENT CRIME		PROPERTY CRIME	
			Total Crime Rate/100,000	Crime Rate Yearly %Change	Violent Crime Rate/100,000	Violent Crime Rate Yearly %Change	Property Crime Rate/100,000	Property Crime Rate Yearly %Change
Program 3	Riviera Beach	2000	16095.6		1944.2		14151.4	
	Riviera Beach	2001	10947.5	-32.0%	1841.7	-5.3%	9105.8	-35.7%
	Riviera Beach	2002	14309.7	30.7%	1748.0	-5.1%	12561.7	38.0%
	Riviera Beach	2003	12766.2	-10.8%	2037.0	16.5%	10729.3	-14.6%
	Riviera Beach	2004	9575.9	-25.0%	1667.9	-18.1%	7908.0	-26.3%
	Riviera Beach	2005	10692.9	11.7%	1969.0	18.1%	8723.9	10.3%
	Riviera Beach	2006	12128.8	13.4%	2702.9	37.3%	9425.9	8.0%
	Average		12359.5	-2.0%	1987.2	7.2%	10372.3	-3.4%
Control 3	Mangonia Park	2000	45440.4		5533.9		39906.5	
	Mangonia Park	2001	44083.7	-3.0%	6493.5	17.3%	37590.2	-5.8%
	Mangonia Park	2002	22671.8	-48.6%	3015.3	-53.6%	19656.5	-47.7%
	Mangonia Park	2003	25149.7	10.9%	5389.2	78.7%	19760.5	0.5%
	Mangonia Park	2004	20047.6	-20.3%	4049.2	-24.9%	15998.4	-19.0%
	Mangonia Park	2005	18480.4	-7.8%	4194.7	3.6%	14285.7	-10.7%
	Mangonia Park	2006	18274.9	-1.1%	3820.4	-8.9%	14454.5	1.2%
	Average		27735.5	-11.6%	4642.3	2.1%	23093.2	-13.6%

Table 2 Program and Control Site Comparisons: UCR Crimes Reported to Law Enforcement (rate per 100,000) cont.

Site	City	Year	TOTAL CRIME		VIOLENT CRIME		PROPERTY CRIME	
			Total Crime Rate/100,000	Crime Rate Yearly %Change	Violent Crime Rate/100,000	Violent Crime Rate Yearly %Change	Property Crime Rate/100,000	Property Crime Rate Yearly %Change
Program 4	West Palm Beach	2000	13880.1		1473.8		12406.4	
	West Palm Beach	2001	11608.3	-16.4%	1331.0	-9.7%	10277.2	-17.2%
	West Palm Beach	2002	12301.3	6.0%	1380.6	3.7%	10920.7	6.3%
	West Palm Beach	2003	10889.4	-11.5%	1279.7	-7.3%	9609.7	-12.0%
	West Palm Beach	2004	9586.7	-12.0%	1262.9	-1.3%	8323.8	-13.4%
	West Palm Beach	2005	8310.7	-13.3%	1207.6	-4.4%	7103.1	-14.7%
	West Palm Beach	2006	7904.0	-4.9%	1090.9	-9.7%	6813.0	-4.1%
	Average		10640.1	-8.7%	1289.5	-4.8%	9350.6	-9.2%
Control 4	Lake Park	2000	8898.1		493.1		8405.0	
	Lake Park	2001	8247.3	-7.3%	791.5	60.5%	7455.8	-11.3%
	Lake Park	2002	9891.0	19.9%	1067.1	34.8%	8823.9	18.3%
	Lake Park	2003	11167.0	12.9%	1234.4	15.7%	9932.6	12.6%
	Lake Park	2004	9269.6	-17.0%	966.5	-21.7%	8303.1	-16.4%
	Lake Park	2005	10293.0	11.0%	1108.3	14.7%	9184.7	10.6%
	Lake Park	2006	8087.3	-21.4%	888.8	-19.8%	7198.5	-21.6%
	Average		9407.6	-0.3%	935.7	14.0%	8471.9	-1.3%

Table 2 Program and Control Site Comparisons: UCR Crimes Reported to Law Enforcement (rate per 100,000) cont.

Site	City	Year	TOTAL CRIME		VIOLENT CRIME		PROPERTY CRIME	
			Total Crime Rate/100,000	Crime Rate Yearly %Change	Violent Crime Rate/100,000	Violent Crime Rate Yearly %Change	Property Crime Rate/100,000	Property Crime Rate Yearly %Change
Program 5	Belle Glade	2000	12129.3		2301.1		9828.3	
	Belle Glade	2001	8579.1	-29.3%	2243.9	-2.5%	6335.2	-35.5%
	Belle Glade	2002	13188.5	53.7%	3409.8	52.0%	9778.7	54.4%
	Belle Glade	2003	13495.0	2.3%	3096.7	-9.2%	10398.3	6.3%
	Belle Glade	2004	11199.5	-17.0%	2601.0	-16.0%	8598.6	-17.3%
	Belle Glade	2005	11651.3	4.0%	2487.7	-4.4%	9163.7	6.6%
	Belle Glade	2006	5907.4	-49.3%	1207.5	-51.5%	4699.9	-48.7%
	Average		10878.6	-5.9%	2478.2	-5.3%	8400.4	-5.7%
Control 5	Pahokee	2000	5664.2		1119.5		4544.7	
	Pahokee	2001	3965.5	-30.0%	763.2	-31.8%	3202.3	-29.5%
	Pahokee	2002	6071.1	53.1%	1234.0	61.7%	4837.1	51.1%
	Pahokee	2003	6362.4	4.8%	1586.5	28.6%	4775.9	-1.3%
	Pahokee	2004	6762.8	6.3%	1378.2	-13.1%	5384.6	12.7%
	Pahokee	2005	4874.9	-27.9%	748.8	-45.7%	4126.2	-23.4%
	Pahokee	2006	7602.4	55.9%	2196.6	193.4%	5405.8	31.0%
	Average		5900.5	10.4%	1289.5	32.2%	4610.9	6.8%

3.0 National Violence Prevention Model

One national violence prevention program endorsed by the Office of Juvenile Justice Delinquency Prevention is referred to as the Comprehensive Gang Model. The Comprehensive Gang Model is derived from the research of Irving Spergel and his colleagues at the University of Chicago. The group conducted a four-year study of the Little Village Gang Reduction Project in Chicago. The Chicago project was characterized by interagency coordination that was based upon the assumption that gang violence is a consequence of social disorganization. Social disorganization theory has its developmental roots in the early 20th Century ecological research studies of the Chicago slums by the University of Chicago. These pioneering studies were conducted by such figures as Park, Burgess, Shaw, McKay, and Thrasher, among others. Essentially, the theory that emerged from these early studies was that crime was a consequence of geographic locality rather than individual psychology. The theory of social disorganization, or as it was then called, "culture conflict," was that the geographic area immediately surrounding Chicago's industrial core, namely the "interstitial area" or "zone of transition," was characterized by high levels of social disorganization, specifically high crime, poor housing, insufficient sanitation, disease, high levels of drug and alcohol use, vagrants, out-of-school and roaming children not supervised by their working parents, and high concentrations of immigrants. The further the geographic distance from the industrial core and zone of transition, the less crime and fewer conditions of social disorganization. The policy implications of social disorganization for violent crime specifically and crime in general have been centered upon different strategies aimed directly at reducing social disorganization, and/or those conditions contributing to social disorganization, thereby reducing crime.

The Spergel Model exemplifies the Chicago School's social disorganization theme that gang violence becomes chronic in those communities where key organizations and resources are either not available or are clearly insufficient to counter the social disorganization that is giving rise to gang violence. As a result, the model mandates the mobilization of multiple community organizations, including law enforcement, social welfare, and other community-citizen organizations to work as an integrated team to confront various social disorganization conditions. Specifically, the Spergel Model includes the following five core areas and activities:

- Community mobilization that involves local citizens and organizations that work together to understand and provide informed intervention and opportunities for

targeted youth

- Social intervention involving outreach to youths with counseling or referrals for drug treatment, job assistance and training, education, and recreation
- Provision of social opportunities that recognizes the different needs of individualized youth and is designed to respond to these individual youth needs
- Suppression involving surveillance, arrest, probation, and incarceration, as well as interagency communication and coordination on how best to respond to individual youth
- Organizational change and development of local agencies and groups in which police and former gang members are encouraged to collaborate and work effectively as a team.

3.1 Core Elements of the Model

The model mandates multilevel collaboration among key community leaders and organizations and street-level intervention teams for long-term capacity building and reduction of violence at individual, group, and community levels. The five core elements of the model are described below.

- **Community Mobilization** - Local citizens and organizations are involved in a common initiative. The program consists of local police officers, probation officers, community youth workers, faith-based groups, boys and girls clubs, ethnic community organization(s), and local residents who work as a team to understand the youth and community structures and provide social intervention and social opportunities. The initiative is supported and sustained across all levels of criminal and juvenile justice systems, schools, community-based and grassroots agencies and organizations, and local government. The model requires a steering committee or agency that creates and maintains interagency and community relationships that facilitate program development. This agency is responsible for responding to barriers in implementation, developing sound policy and protocols, supporting stakeholders where and when appropriate, and taking general ownership of communitywide response.
- **Social Intervention** - Youth serving agencies, schools, community and faith-based groups/organizations *reach out* to youths unable to connect with legitimate social institutions. Mechanisms for identifying and addressing youth at-risk are in

place in schools and communities. At-risk youth (and their families where appropriate) are provided a variety of services focused on social, educational, and vocational needs. Street/community outreach targets both nonadjudicated and adjudicated youth. Outreach activities that focus on recreation and arts are carefully structured to ensure the focus is on the development of prosocial values and the development of trust and interpersonal relationships. In-school and afterschool prevention and education programs such as peer mediation, tutoring, and Gang Resistance Education and Training (G.R.E.A.T.) are offered within target areas.

- **Provision of Social Opportunities** - The steering committee/agency assists in the development and coordination of a variety of educational and employment programs/services targeted specifically to gang-involved or at-risk youth. Youths at different points in their lives have different needs; therefore, the program provides individualized services for each youth based on his or her needs. Collaboration among local businesses and institutions/agencies is necessary to facilitate the provision of educational and employment opportunities (including job contacts and supported job placements as well as school programs).
- **Suppression** - Violent crime and gang suppression activities are structurally related to problem-oriented and community policing and to gang and violent crime tactical units (including targeted enforcement operations). Violent crime suppression activities consist not only of surveillance, arrest, probation, and imprisonment to stop violent behavior but also involve communication and collaboration related to intervention and prevention programming between law enforcement agencies (particularly community oriented policing activities), program or service providers, and community sites. Specifically, supervision and monitoring of gang youth (or at-risk youth) is conducted not only by criminal and juvenile justice agencies but also community and grassroots agencies and schools. All parties are involved in decision making related to the targeted youths when issues (or legal problems) arise. Police contact with targeted youth is quantified, shared, and discussed with members of the community agencies. Additionally, gang crime data collection is established to accurately assess gang and violent crime and changes over time.

- **Organizational Change and Development of Local Agencies and Groups -** Collaboration among stakeholders is the key component in effecting organizational change. Specifically, policies and practices of involved agencies, intervention sites/teams, and organizations are adapted to conform to the goals of the initiative. These new practices focus on effective use of available and potential resources within and across agencies. Each stakeholder agency is responsible for ensuring that its members collaborate with and support the program initiative. Further, there is a sharing of information related to effective components of the program that allows stakeholders across various agencies to share in intervention, prevention and suppression tasks where appropriate. Ongoing training and administrative supports are provided for youth intervention/prevention workers and law enforcement agencies to effectively carry out their collaborative roles. A case management data system is developed for the effective monitoring of all aspects of the program and measuring individual and program level goal attainment. Finally, local organizational policies should be inclusive and community oriented to reflect the specific interests, needs, and cultural backgrounds of community residents, including targeted youth.

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) identifies seven critical elements that distinguish the Spergel Model from other gang approaches: 1) targeting of specific areas and populations based on initial "problem assessment"; 2) implementation of five key interrelated strategies (noted above); 3) an overarching intervention/prevention/suppression team/agency; 4) policymakers and community leaders to guide the project; 5) the development of a mechanism for coordinating collaboration (and information sharing) amongst stakeholders at all levels (representing all components of the initiative); 6) community capacity building to sustain the project and address issues; and 7) ongoing data collection and analysis to inform the process and evaluate the impact using qualitative and quantitative data.

This Comprehensive Gang Model was implemented in five demonstration sites by the OJJDP. Spergel and his colleagues evaluated each of the five sites' implementation of the Comprehensive Gang Model, namely Bloomington-Normal, Illinois; Mesa, Arizona; Riverside, California; San Antonio, Texas; and Tucson, Arizona. All five demonstration sites were subject to a quasi-experimental design. Treatment groups in each site were matched with control groups from comparable neighborhoods outside the treatment areas. Individual and group progress was measured in relation to arrest data, field observations, project contact

and service records, and surveys and interviews of program staff and participating youths. Multivariate statistical models were employed to control for various differences between treatment and control youths. Additionally, the evaluations included organizational surveys, interviews, focus groups, and site visits to provide a series of qualitative data on the five sites' implementation of the Comprehensive Gang Model.

The outcome findings from the five sites were mixed with two sites producing clearly positive outcomes. The Riverside, California, program reported that youth enrolled in the gang prevention program were three times as successful in the odds ratio of success to failure in reducing serious violence arrests compared to control youth. Further, program youth had a lower ratio of failure to success for repeat drug arrests and with serious violence offenses, less serious violence offenses and property offenses all declined substantially during the program's operation. In the Mesa, Arizona, program, youth in the program had an 18 percent lower arrest rate compared to the control group over a four-year period and select juvenile crimes decreased 10.4 percent. The other three demonstration sites all reported no statistically significant changes in arrest patterns at the individual and community levels. Spergel and his colleagues concluded that in each of these three sites there was a lack of the intended treatment effect because of poor program model implementation. Specifically, the three sites were unable to successfully implement interagency collaborations and neglected one or more of the Model's five program components.

Despite these mixed findings from the five sites, the strong positive findings from Spergel and colleagues' evaluation of The Little Village Gang Violence Reduction Project in Chicago did, in fact, demonstrate that if the model's five components were successfully implemented a series of positive outcomes could result. In sum, the prevailing view was that the Model was an excellent vehicle for youth violence reduction if implemented as intended or with "fidelity."

3.2 Palm Beach County's Youth Violence Prevention Program (YVPP)

In 2004, Palm Beach County experienced a series of high profile homicides involving youth and young adults and resulted in the county's Criminal Justice Commission launching an effort to consider different ways to successfully confront youth violence. The Palm Beach County Youth Violence Prevention Steering Committee was developed and as one of its first initiatives established a research partnership with the Florida State University's Center for Criminology and Public Policy Research in the effort to combat youth violence. The first phase of this effort involved the previously mentioned study of violent and crime trends in

Palm Beach County from 1996-2004. The study's findings were then used to conclusively determine the extent of gun violence in the county, determine who was contributing most to this problem, and to identify the violence hot spots of the county. Next, four subcommittees of crime prevention, law enforcement, courts, and corrections developed a youth violence reduction plan. Further, a Youth Workgroup was formed that included 25 youth from around the county. The Youth Workgroup surveyed 500 youth throughout the county and made a series of recommendations that, together with those of the four subcommittees, were used to develop the strategic plan for the Youth Violence Prevention Program. The five previously identified cities were chosen to implement the plan, namely: Riviera Beach, West Palm Beach, Lake Worth, Boynton Beach, and Belle Grade.

The Four Components of the YVPP

Each of the five sites was to focus upon prevention, law enforcement, courts, and corrections strategies. The four program components are:

1. Crime Prevention: Each of the five sites was to implement a Youth Empowerment Center (YECs) with programs for youth not involved with the justice system. The prevention strategies to be implemented at the YECs should provide activities and services to youth ages 13-18, including after school programs and activities, tutoring/mentoring, job training for in school and out of school youth; information on resources, gang prevention outreach, parenting classes, employment services, Safe Schools Programs, transportation, and employment when applicable.
2. Law Enforcement: The law enforcement strategies include:
 - a. Training for all law enforcement agencies on the collection of evidence by standardization of evidence collection policies, procedures and training
 - b. Utilization of the newer technology "license plate recognition cameras" in each of the targeted areas
 - c. Community oriented police officer in each targeted area
 - d. Ad campaigns utilizing bus shelters and billboards to assist in cold case investigations, provide crime prevention tips, and to make people aware of the penalties for gun crimes
 - e. Gun safety programs, including working with gun dealers to better secure the firearms
 - f. Multi-Agency Task Forces

- g. Violent Crimes Task Force
 - h. Joint operations with Alcohol, Tobacco, Firearms, and Explosives
3. Courts: The strategies for the Courts component are designed to divert youth from the juvenile justice system and provide the judiciary with additional sanctions for those in the system, and include:
- a. Extending Youth Court within each targeted area
 - b. Aggression Replacement Therapy (ART) specialized program for violent juvenile offenders. ART provides an alternative treatment program to stem the violence at an earlier age
 - c. Initiating judicial training on methods to involve parents more in the judicial process to reduce the likelihood of recidivism
 - d. Funding for a specialized prosecutor to handle violent firearm crimes with defendants up to age 29 and to work with law enforcement on the prosecution of gun crimes
4. Corrections: The corrections strategies will be implemented through the establishment of Justice Services Centers (JSCs) for juveniles and adults on probation or re-entering the five sites from jails or institutions. JSCs will be established in each targeted area to provide assistance to juvenile and young adult offenders up to age 29. The JSCs provides services both on-site and through referrals. These services include employment, substance abuse, mental health, legal assistance, re-entry assistance, life skills, and probation sanction assistance.

Educational programs such as Safe Schools and Career Academies, and law enforcement strategies were to be countywide. Each targeted area will have an Advisory Board of residents and a Youth Council. For each area, a Memorandum of Understanding will ensure the participation of the local government, human service agencies, foundations and other funding sources. The centers in the targeted areas will be phased-in based on the readiness of the sites. The CJC shall maintain oversight until all sites have been established.

4.0 Evaluation Methodology

The approach employed in the evaluation of Palm Beach County's five site implementation of the Youth Violence Reduction Program is termed "multi-goal." Multi-goal evaluation has three fundamental purposes, namely (1) program description, (2) explanation of program processes, and (3) program predictions. Specifically, multi-goal evaluation is guided by the assumption that comprehensive program descriptions enable the identification of various cause/effect program relationships from which program specific explanations and predictions can be made regarding what the program can and cannot do. In evaluating the five site implementation of the Youth Violence Reduction Model, each site's efforts will be focused upon the program's inputs-activities-immediate results-and longer term outcomes. Multiple items of qualitative and quantitative data will be collected in relation to each of the five sites' operations in relation to each program's inputs-activities-immediate results-and longer term outcomes. Moreover, each of the five sites' outcomes will be compared and assessed in relation to their individual control sites.

Multi-goal evaluation's description, explanation, and prediction purposes depend upon a linear description of each site's program story. The multi-goal approach assumes that while each of the five sites are implementing the same four components of the model program—crime prevention, corrections, law enforcement, and courts/prosecution—the actual implementation process will vary from site to site thereby leading to potentially different activities-results-outcomes. As a result, comprehensive description of each of the five sites' early implementation or inputs are critical to subsequent understanding of the sites' associated activities and associated results and outcomes.

4.1 Data Sources

The data sources utilized for this evaluation include county-level crime rates, county-level arrest frequencies, individual-level arrest data, component-level data by site (education, employment, life skills, recreation), and individual survey data.

Prevention:

- Program-level data: monthly report (youths served, hours of services, programs offered)
- Individual-level data: youth demographics, arrest data, youth empowerment pre/post survey, staff surveys

Corrections:

- Program-level data: monthly report (clients served, programs offered)
- Individual-level data: client demographics, arrest data, staff surveys

Courts (countywide):

- Youth Violence Prevention Cases
- Gang-Related Cases
- FDLE 2006 and 2007 Law Enforcement Survey (pre/post by Prosecutor's Office)

Law Enforcement (countywide):

- Monthly report by agencies
- NIJ Gang Threat Assessment Survey (pre/post by Violent Crimes Task Force (VCTF))
- Violent Crimes Task Force 2007 case report
- Law Enforcement Work Group protocol and initiatives documentation

Florida Department of Law Enforcement (FDLE):

- Uniform Crime Report (UCR) data
- Computerized Criminal History data
- U.S. Census Bureau

One of the individual-level measures for the youth who participate as governing members in the Youth Empowerment Centers' Youth Councils is a self-determination measure. The *Arc's Self-Determination Scale* (Wehmeyer & Kelchner, 1995) is a student self-report measure of self-determination designed for use by adolescents. Reliability and validity of the measure have been reported extensively in the ARC Self-Determination Scale technical manual (ranges of coefficient alpha = .71 - .90). Self-determination is defined as autonomous, self-regulated behavior. Wehmeyer (1995) identified the following component elements that are imperative for the development of self-determined behavior. These elements are listed below:

- Choice-making and decision-making
- Problem-solving
- Goal-setting and attainment

- Internal locus of control
- Self-observation, evaluation, and reinforcement
- Positive attributions of efficacy and outcome expectancy
- Self-awareness and self-knowledge

The test was designed to be a tool to assist students to become more self-determined by enabling them to evaluate their beliefs about themselves and their self-determination, work collaboratively with educators and others to identify individual areas of strength and limitations related to self-determination goals and objectives, and to self-assess progress in self-determination over time. There are four subdomains measured: autonomy, self-regulation, psychological empowerment, and self-realization. A pretest was administered during their initial month of participation on the council and a post-test was administered between ten and twelve months later.

5.0 Findings

The Findings section of this report is organized into four sections. These four sections will describe the level of implementation of the four components by site and the results and data associated with the programs, namely services provided, the changes in the number of crimes reported to law enforcement, and the economic impact.

“Implementation findings” refers to the status of each site’s progress in meeting the identified goals and objectives (level of implementation). “Implementation results” refers to more immediate results of the YVPP—the outputs of the implementation efforts (as measured by activities, programs offered, and number of individuals served).

“Implementation outcomes” refers to longer range consequences of the YVPP—changes in pre- and post-test measures of self determination, fluctuations in arrest data, and economic impact. In the year one report, the term “outcomes” is used sparingly. “Outcomes” is used with caution due to the fact that the YVPP is in the initial year of implementation. Outcome data will be more relevant and enlightening in years two and three. More specifically, the findings are presented in the following order:

- 5.1 Implementation Directives: Criminal Justice Commission’s (Palm Beach County) Directives for the Sites
- 5.2 Implementation Findings: Level of Implementation of the Four Components Across Sites
- 5.3 Implementation Results: Programs and Services Delivered Across Sites (program-level data)
- 5.4 Implementation Outcomes: Four Components (individual-level data)
- 5.5 Implementation Outcomes: Violence Reduction Indicators (crime data and economic impact)

The CJC provided direction to each city’s governing body regarding the desired implementation for the four components. The CJC direction is presented in the next section and is followed by a description of the level of implementation.

5.1 Implementation Directives: Palm Beach County Criminal Justice Commission’s YVPP Directives

This section provides a description of the CJC’s directives for each of the four

components: 5.1.1 Prevention, 5.1.2 Law Enforcement, 5.1.3 Courts, and 5.1.4 Corrections.

5.1.1 Prevention - Palm Beach County Criminal Justice Commission Directives

- **Safe, Accessible Facility Center (for youth)** - Provide educational and recreational programming. Maintain a clean, safe, and secure environment. Work with the youth council to identify new educational recreational programs, activities and special events
- **Youth Advisory Council** - Council or Board of youth from each target area to meet regularly for the purpose of recommending programs and policies to govern the YEC
- **Career Academy** - Designated Career Academies to provide opportunities for in-school and out-of-school youth without regard to grade point average
- **Pilot Career Academy** - Develop a pilot career academy through a charter school to be located within the targeted area and based on the career choices identified by the Youth Council and/or Citizen Advisory Board
- **After-school Activities** - Provide a variety of recreational programs which may include martial arts, yoga, surfing, swimming, tennis, hip hop dance, and organized sports
- **Tutoring** - Provide before school/after-school tutoring, including FCAT skill building
- **Mentoring** - Provide mentors to support and serve as positive role models for youth
- **Job Training and Employment Services** - Workforce Alliance is funding a program for approximately 100 at-risk youths to prepare them for careers and jobs that are in demand in Palm Beach County. The program will supplement existing programs at the high schools of the county and provide additional resources. Junior Achievement of the Palm Beaches will manage the program with the objective of motivating selected at-risk youth to graduate, providing them additional workplace skills and then assist them with job placement. Workforce Alliance has contracted with three agencies to carry out academic and job-training services for at-risk and disadvantaged youth in Palm Beach County on a year-round basis. Priority will be given to proposals that serve the youth in the five areas of the county that identified through the research sponsored by the Youth Violence Prevention Committee. Alliance expects to offer selected programs to approximately 500 youth (in-school and out-of-school).

- **Resource Information** - Provide information on existing community resources for youth including school programs, job training, employment opportunities, and other services available
- **Community Outreach** – Designated staff person to intervene and engage youth in the YECs and surrounding area
- **Transportation** – Provide transportation for youth who attend programs and participate in YEC services
- **Life Skills** – Provide services to address a variety of pertinent life skills including violence prevention, gang awareness and prevention, teen parenting, computer readiness, and other skills
- **Cultural Diversity Training** – Raise level of awareness regarding diversity issues

5.1.2 Law Enforcement - Palm Beach County Criminal Justice Commission

Directives

- **Evidence Collection Training** and MOU for standardized collection
- A **Community Oriented Police Officer** in each of the target areas to develop relationships within the neighborhood and help citizens feel safer and become more involved in reducing crime in the area.
- **License Plate Recognition Cameras** (place such units in areas where stolen vehicles are most likely to be driven)
- **Gun Safety Programs** - develop a plan that would support gun dealers/suppliers partnering with Law Enforcement to better secure their firearms. Most violent crimes involving firearms are from weapons that have been stolen. This effort should help law enforcement track individuals who have a potential for violence and who purchase firearms from these dealers and suppliers.
 - To work hand in hand with dealers on items that may help in the theft of guns. This would be any items of low cost or impact on the dealers. Example: concrete barriers to stop smash and grabs.
 - To help identify subjects who may be gang affiliated or persons involved in criminal activities that purchase weapons. This could include working together at gun shows or simply as tracking over the counter sales.
 - To just plain reduce the number of youths getting access to firearms. Plus reduce the number of violent persons getting firearms.

5.1.3 Courts - Palm Beach County Criminal Justice Commission Directives

- **Youth Court**
- **Aggression Replacement Therapy (ART)** established as a specialized program for violent juvenile offenders. ART provides an alternative treatment program to stem violence at an earlier age.
- Initiate **Judicial Training** on ways to involve the parents more in the judicial process to reduce the likelihood of recidivism.
- Fund a new **Prosecutor** to handle violent firearm crimes with defendants up to 29 years of age and to work with law enforcement on the prosecution of these crimes

5.1.4 Corrections - Palm Beach County Criminal Justice Commission Directives

- Develop the **Justice Service Center** concept in targeted neighborhoods in order to provide assistance to residents, juvenile offenders, and adult offenders. The Justice Service Center should provide services to assist residents and both juvenile and adult offenders either onsite or through referrals. These services would include employment, substance abuse, mental health, legal assistance, re-entry assistance, life skills, community outreach, and probation sanction assistance. Cities should be responsible for the JSC facilities.
- The Justice Service Center should provide assistance to those seeking **mental health services** by partnering with mental health providers. Residents and juvenile and adult offenders can access services through referrals.
- The Justice Service Center should provide **substance abuse counseling** either onsite or through referrals.
- Provide **judges** with the options of having youth complete their sanctions in the neighborhood and repay the community for their law violations.
- The Justice Service Center should provide assistance to those seeking **employment services**. By partnering with the Workforce Alliance and other agencies, the Justice Service Center should offer an array of referrals to partnering agencies that can provide clients assistance in obtaining employment, gaining self-sufficiency, gaining work skills to obtain employment, and upgrading skills to maintain employment.

5.2 Implementation Findings

This section presents the YVPP goals and objectives by site and component, and is followed by a discussion of each site's level of implementation by component. The goals and objectives that were developed for each of the four components are presented in the following order: 5.2.1 Prevention, 5.2.2 Law Enforcement, 5.2.3 Courts, and 5.2.4 Corrections. Initial strategic planning across components reveals varying levels of detail related not only to specific goals and objectives but also to plans, tasks, and resources to be utilized to accomplish these goals. This section, therefore, reflects the various levels of detail in the developed implementation plans.

Additionally, the initial implementation timeline for the YVPP informally anticipated immediate implementation of law enforcement and courts components, followed by the planning and establishment of the prevention component (YECs). This was to be followed (in most city plans) by the corrections component (JSCs). It was anticipated that differences in implementation timelines would occur across sites with all five sites to have fully developed and implemented all four components by year three of the YVPP.

Information regarding interlocal agreements between the five cities and the CJC, funds, matched funds, and site specific budget details related to site staffing and all resources is available through the CJC. Section 5.2.1 provides an overview of the broad goals for the prevention component (as established by the CJC), Section 5.2.2 describes the overall progress (findings) towards those goals, and Section 5.2.3 provides an overview of the specific goals and implementation progress for each site (city-specific).

5.2.1 Implementation: Prevention

The prevention component is site specific, rather than county-wide. The primary strategy of the prevention component is the development of Youth Empowerment Centers (YEC). Each of the five sites (target cities) was to establish a Youth Empowerment Center. The goals and objectives outlined for the YVPP implementation by the YECs focus on target population to be served, target location, and target programming. However, programming is anticipated to change over time relative to the youths' needs, and the development of programs and activities are to be guided by the youth councils at each YEC. The youth councils function to assist in the "governance" of the YEC. The development and implementation of the prevention component goals below are to take place over the three years of the project. The broad goals of the YECs include:

Goal One: To develop the leadership skills of and empower community youth.

Goal Two: To provide a "safe haven" for youth in "at risk" neighborhoods.

Goal Three: The overarching goal of the YECs and focuses on the prevention of youth gang involvement and participation in violent crime.

Specific objectives to meet these overarching goals differ somewhat by site based on the community and youth needs. The specific objectives as outlined in planning documents are presented by site.

Implementation Findings: Prevention

Goal One was not met by all five sites (Belle Glade, Boynton Beach, Lake Worth, Riviera Beach, and West Palm Beach) during year one of implementation. However, Lake Worth, Riviera Beach, and West Palm Beach YEC sites *have met Goal One* as evidenced by the establishment of youth councils at each YEC site. Further, these councils participated in the daily governance of the YECs as well as leadership training throughout year one. The youth of these three YEC youth councils were administered pre- and post-tests to measure levels of psychological empowerment and goal setting/problem solving skills (The Arc Self-Determination Scale, Wehmeyer & Kelchner, 1995). Outcome findings for this measure are presented later towards the end of this section. In addition, Boynton Beach established a youth council at the conclusion of year one and is expected to have full membership and governance in place in year two of implementation.

Objectives to meet Goal One will continue to be implemented across years two and three of the YVPP. In particular, YEC youth council member leadership is expected to fluctuate/change over time and leadership training and opportunity for participation in YEC governance will be ongoing. Additionally, pre- and post-tests will continue to be administered to continuing and new youth council members throughout years two and three.

Goal Two was *not met by all five sites* (Belle Glade, Boynton Beach, Lake Worth, Riviera Beach, and West Palm Beach) during year one of implementation. However, Lake Worth, Riviera Beach, and West Palm Beach YEC sites have met Goal Two as evidenced by the utilization of the YEC sites by community youth for structured activities after school as well as community and site specific events. Further, the West Palm Beach YEC is the only site that does *not* share space with other agencies and is thus, able to provide resources (game room, sports, computer lab) with open access for community youth.

Goal Three was *not met by all five sites* (Belle Glade, Boynton Beach, Lake Worth, Riviera Beach, and West Palm Beach) in year one of implementation. Prevention of gang and violent crime involvement is a long term goal that will be fully examined in year three of the implementation of YVPP. However, this report also includes outcome findings related to arrest and recidivism for YEC members during year one of implementation.

Comprehensive plans outlining goals, objectives, and implementation tasks developed by the sites vary considerably in the level of detail outlined. Therefore, the implementation findings for the prevention component across sites reflect these differences in detailed planning. In a subsequent section of this report (5.3), the results of the implementation are described by component and by site. In that section, the specific resources, programs, partnership efforts, and accomplishments for each site are presented. However, it should be noted that some of these activities or developments may not have been outlined in the sites' original planning documents and are, thus, not reflected here.

Belle Glade

Belle Glade *has not yet submitted a planning document* with specific goals and/or objectives for any of the four components. Delays in planning and implementation are partly due to changes/turnover in city government and governing committees/agencies, shifts in the provision of law enforcement services (PBSO), and deficits in city resources related to funding cutbacks at the state level. However, some advancements have been made during year one.

Specifically, in the last month of year one implementation, an interlocal agreement was executed with the City of Belle Glade in order to provide support for the development of the YVPP and to finalize the funding agreement that will support Belle Glade's YVPP implementation.

- **Target population:** Belle Glade's YEC target population includes youth between the ages of 13-19 (based on the guidelines for county youth YEC target population).
- **Target Site(s):** Belle Glade has not secured a dedicated space to operate a YEC. Final approval is pending for space for the YEC. The proposed space is in a county owned gymnasium that is shared with the Boys and Girls Club and Police Athletic League (PAL).
- **Specific Programming:** Preliminary program development for the YEC started in year one. Potential program providers (e.g., Boys and Girls Club, PAL) have come

forward with programmatic concepts to implement. Additionally, the school board has promised program partnerships (e.g., Build a Computer Program). However, there are currently no contracted providers.

A program manager was not hired by Belle Glade to manage the development and implementation of the project during year one. The City of Belle Glade has noted that they may not be in a financial position to contribute to the Project. CJC is seeking foundation funding to support a computer lab for the YEC.

Belle Glade *did not meet any of the three goals* outlined for the implementation of the prevention component during year one. Presently, no specific goals related to the planning and/or execution of the YVPP have been delineated. Year two should include the hiring of a project manager and the development of a specific plan (with goals) for implementation of the prevention (and all other) component(s) of the YVPP.

Boynton Beach

Boynton Beach has undergone changes/turnover in governing committees/agencies, most specifically, a change in the managing program director. Planning and identification of specific goals and objectives for Boynton Beach's four components was developed in year one. The specific goals outlined in the initial planning document for the prevention component are outlined below. It should be noted that delays in implementation are partly due to the turnover in the managing project director position.

- **Target population:** Boynton Beach's YEC target population includes youth and young adults between the ages of 13-21.
- **Target Site(s):** Boynton Beach's target sites include four recreation centers: Ezell Hester Community Center, Madsen Center, Arts Center, and the site of the new facility to be constructed on the Carolyn Sims Community Center site. Planning incorporates the use of all four centers for various programming. In year one, the Ezell Hester Community Center has been utilized for YEC programs.
- **Specific Programming:** Preliminary program development for the YEC started in year one. Targeted programs are to focus on after school programs and activities, tutoring/mentoring, job training for in and out of school youth, information on community resources/referrals, gang prevention outreach, parenting classes, employment services, cultural diversity training, and transportation. Section V includes specific information related to the procurement of contracted providers and

programming development.

Specific goals related to implementation and programming include:

Goal One: To prevent and reduce violent crimes among youth in the Boynton Beach target area.

- Objective 1: Develop a comprehensive community based strategy to prevent and reduce youth involvement in violent crimes, gangs, and drug related crimes.
- Objective 2: Replicate two model programs (specific model programs not specified in plan) that target identified risk factors and target the development of protective factors to build individual, family, community, and environmental resilience.

Goal Two: To coordinate government and private sector initiatives, law enforcement efforts, human services, and concentrate those resources in the target area (YEC).

- Objective 1: Convene a youth service provider summit to include a minimum of 20 representatives of government and community organizations that provide youth services and assist in coordinating services across disciplines.
- Objective 2: Leverage local resources to revitalize the target neighborhood through the procurement of 25 Memoranda of Agreement for the YEC.

Goal Three: To mobilize Boynton Beach residents to assist law enforcement in identifying violent and drug offenders in the YEC area. Further, goal three is to assist service providers in identifying and responding to social service needs of target youth and families.

- Objective 1: Host a strategic planning session with Boynton Beach's YVPP Steering Committee to develop a comprehensive plan.
- Objective 2: Empower youth and community residents in the YEC area through involvement in decision making and host a minimum of six community events through the YEC.
- Objective 3: Establish a Youth Council to provide guidance and direction on YEC programs, policies, and services.

Boynton Beach Implementation Findings

Boynton Beach *did not meet Goal One* of the prevention component during year one. The YEC was not operational in year one of implementation and therefore, progress towards the prevention and reduction of youth violent crime was not made. Year two of

implementation will focus on the development of strategies related to YEC development and programming that may accomplish goal one. *Objective 1 was met in year one* through the development of the YVPP Comprehensive Youth Partnership Initiative planning document. *Objective 2 was not met in year one* as no model programs could be replicated as there was no YEC site.

Goal Two was initiated during year one with the initiation of procuring and coordinating target site law enforcement, government, and private sector programs and resources. However, Goal Two is ongoing and thus, was not fully met in year one.

Objectives 1 and 2 were not met in year one as no service provider summit or Memoranda of Agreement have been completed.

Goal Three was not met during year one as the YEC was not operational nor fully staffed. *Objective 1 was met* in the first year of implementation through the May 2007 Steering Committee planning session. *Objective 2 was not met during year one*. *Objective 3 was met in year one* through the establishment of a youth council in December 2007. However, members of this established youth council may or may not participate in the planned recruitment of council members in year two.

Lake Worth

- **Target population:** Lake Worth's YEC target population includes youth between the ages of 11-18. As a result of preexisting programming at the site, Lake Worth's YEC target population includes a focus on middle school youth.
- **Target Site(s):** Lake Worth's target site is the Osborne Community Center. This site is a shared space with Palm Beach County's Head Start Program and the Community Action Council. Lake Worth's summer and sports camp programs are also run out of this site. Both the south side of the Osborne Community Center and the Municipal Gymnasium are utilized for the YEC. Further, transportation to the site from local partner schools is provided through the YEC program providers.
- **Specific Programming:** The Lake Worth Recreation Department had plans to partner with Urban Youth Impact, however, this partnership has not developed within year one. Lake Worth Recreation Department and For the Children, Inc. have partnered to provide after school programs to area youth since 2005 as well as with the Lake Worth police department PAL program. Implementation of the YVPP in year one has focused on the expansion of these programs and the targeted role of the existing youth council to assist in the development of additional programming and activities to include YVPP goals and initiatives. Further, youth

survey results have guided the development of programming in year one. Section V includes specific information related to the procurement of additional contracted providers and programming.

Specific goals related to implementation and programming include:

Goal One: To prevent violent crime involvement of Lake Worth youth.

- Objective 1: Expose youth to caring adults (for an extended duration) across various settings and programs in order to assist youth in successful choice-making and development of their "voice."
- Objective 2: Expose youth to law enforcement (specifically, the Lake Worth Community officer) in order to develop the view of police as an "asset."

Goal Two: To expand the role of the youth council in order to take an active role in prevention of youth crime in the Lake Worth community.

- Objective 1: Assist in the development of programming for the YEC and participate in city advisory boards.

Lake Worth Implementation Findings

Goal One was not met during year one of implementation in Lake Worth; however, prevention goals are not anticipated to be met until year three of implementation as it is too early to evaluate. *Objective 1 was met in year one* through the consistent implementation of For the Children and other programming. Participation in the youth council and the Palm Beach County Super Group has also contributed to the attainment of the goal. *Objective 2 was not met during year one* as a result of inconsistent tracking of community officer YEC involvement. Year two of implementation will focus on the tracking of community officer involvement and youth surveys related to contact with police at the YEC.

Goal Two was met in the first year of implementation through the expansion of and extended leadership meetings and activities undertaken by the youth council. *Objective 1 was met in year one* as the YEC meeting minutes reflect active youth council participation in the development of YEC programs and special activities.

Riviera Beach

The Riviera Beach prevention component's (YEC) mission statement is to "provide a positive environment for youth development through open communication, education,

culture, philosophy, mentoring, history, and personal enhancement to entice young minds to become hungry for success.”

- **Target population:** Riviera Beach's YEC target population includes youth between the ages of 13-18.
- **Target Site(s):** Riviera Beach's target site in year one is the Lindsey Davis Center. This site is a shared space with Riviera Beach's Weed and Seed Program as well as an Adult Community Center. Riviera Beach has planned for a "Phase II" site to be operational in year two of implementation. This site has been identified but not readied for occupation in year one of implementation. Issues with limited space and access to shared resources at the Lindsey Davis site led to a change of venue to the Hurst Chapel during year one. However, this was a temporary change and at the close of year one, Riviera Beach's YEC had returned to the Lindsey Davis Center. Year two implementation will include the occupation of a new and permanent site for the YEC in the targeted area.
- **Specific Programming:** The Riviera Beach YEC program development focused on out-of-school activities and programs that include tutoring and mentoring, job training for in and out of school youth, information on community resources, gang prevention outreach, drop-out prevention, empowerment trainings, health awareness, arts and cultural activities, parenting classes, employment services, Safe School Programs, and transportation. A seven to nine (7-9) member youth council has coordinated the resources and programs at the YEC site based on specific community youth needs.

Specific goals related to implementation and programming include:

Goal One: To identify a youth outreach worker to facilitate the implementation of the YEC goals and objectives, particularly outreach to local youth.

Goal Two: To establish the youth council through the identification of 7-9 youth residing in Riviera Beach who have no less than a 2.5 GPA and no criminal history.

Goal Three: To collaborate with the Riviera Beach Police department in order to develop a forum with identified gang members, church pastors, community leaders, and YEC staff/council to discuss conflict resolution and problem solving and provide assistance utilizing community resources through the YEC.

- Objective 1: Schedule meeting with the Riviera Beach Police Department's Gang Unit to discuss identification of gangs, gang members, and gang crime statistics.

Goal Four: To create a YEC a brochure and website.

- Objective 1: develop marketing tools such as television (TV) advertisements for airing on specific TV stations and an interview with the Palm Beach Post.
- Objective 2: Host a YEC Grand Opening at the Lindsey Davis Center.

Goal Five: To identify a youth referral source; possible referrals may be derived from identified gang members, local schools, neighborhood associations, local churches, and community agencies.

Goal Six: To identify computer software to track youth admission and attendance in YEC programs.

- Objective 1: Identify measurement system to track data reflecting youth improvement, school attendance and progress, and criminal activities.

Goal Seven: To enact a city-wide mentoring program to include: City of Riviera Beach employees, intergenerational mentoring through community residents, peer mentoring, local pastors, government/community leaders, and fraternities/sororities.

Goal Eight: To collaborate with prospective program providers reflecting multiple disciplines as outlined in specific programming above.

- Objective 1: identify certified teachers and tutorial programs for the provision of services Monday through Friday.
- Objective 2: Collaborate with Riviera Beach Beacon Center and local elementary and middle schools.

Goal Nine: To identify funding sources for school supplies (uniforms, materials, hair-cuts, physicals, and shots) and extracurricular activities fees for YEC youth.

Riviera Beach Implementation Findings

Goal One was not met during year one by Riviera Beach; however, a youth outreach worker was hired and employed during year one but this position was vacant again at the end of year one implementation.

Goal Two was met in the first year of implementation through the establishment of a seven member youth council. However, early in year one, there was turnover in the membership of the council. At the end of year one implementation, membership has stabilized.

Goal Three was not met during year one. However, collaboration between the YEC and the Riviera Beach Police Department has been established including members of the Gang Unit. Meetings related to community gang issues have been held, but participation of active gang members in a community forum were not documented in year one implementation reports. *Objective 1 was met in year one.*

Goal Four was partially met in year one. The YEC created (and distributed) a site/program brochure. However, a website specific to RB YEC was not designed during year one. The CJC, however, does include Riviera Beach's YEC information on its Youth Empowerment website. *Objective 1 was met during year one. Objective 2 was met* on April 28, 2007 during year one.

Goal Five was met in year one as evidenced by partnerships and membership increases documented in monthly reporting.

Goal Six was not met during year one. However, data reporting and tracking utilizing the Florida State University (FSU) evaluation team's Monthly Report has occurred. Currently, internal tracking by software is not occurring at the YEC site. *Objective 1 was not met in year one* of implementation. The CJC's case management system may provide the avenue for site tracking of the variables outlined here. However, this system is not fully operational for YVPP data at the end of year one.

Goal Seven was not met during year one. Riviera Beach's YEC developed plans and partnerships that will facilitate the attainment of a city-wide mentoring network in year two. At the end of year one, most of the targeted elements were in place (local pastors/leaders, intergenerational and peer mentoring, and fraternities/sororities).

Goal Eight was met during year one. Multiple programs and providers offer services to youth at the YEC. However, specific areas for additional programming development should be targeted for year two (based on inconsistencies in programming in year one). Targeted areas should include education and employment services in year two of implementation. *Objective 1 was met* in year one. However, tutoring services were not maintained, once established, throughout the first year. There was a tutoring program in place at the end of year one. *Objective 2 was met* in year one. It is recommended that goals for educational contacts be extended to high schools in year two of implementation.

Goal Nine was partially met in year one as the YEC has identified a funding source to

provide monies to YEC members for educational activities. However, a consistent and long-term source of funding should be established in year two.

West Palm Beach

The West Palm Beach prevention component's (YEC) mission statement is to "provide West Palm Beach youth with a positive safe place to call their own, where they can develop social, educational, and economic skills that will follow them throughout life." West Palm Beach also developed Ten Guiding Principles for the YEC.

1. Be youth driven
 2. Provide a safe and fun environment
 3. Promote open communication
 4. Develop youth leaders
 5. Involve diverse adults
 6. Foster supportive relationships
 7. Incorporate active community involvement
 8. Encourage creative risk-taking
 9. Grow trustworthy partnerships
 10. Nurture strong community bonds
- **Target population:** West Palm Beach's YEC target population includes youth between the ages of 12-19.
 - **Target Site(s):** West Palm Beach's target site is the Northwood Adult Center. This site is a dedicated space for the exclusive use of the YEC members and programs. This site was prepared for occupation of the YEC in year one of implementation. Outdoor space in and around the center has also been utilized during year one for community events and educational and recreational activities. A partnership was established with the DeGeorges Boys and Girls Club across the street for the utilization of recreation and gymnasium facilities. Further, transportation to other West Palm Beach recreation sites is provided via an on-site YEC bus.
 - **Specific Programming:** The West Palm Beach YEC (Northwood) programming will focus development on youth specific activities and programs that include tutoring and mentoring, reading/book clubs, social and recreation activities, field trips, drop-out prevention, leadership trainings, and job readiness services. A youth

council role description was developed that outlines YEC youth council responsibilities. These include: attend youth council meetings, youth leadership activities related to program participation, serving as a role model/peer mentor for YEC member youth, and assist center staff in the development of programs based on specific YEC member youth and community needs. Additionally, West Palm Beach developed a YEC Provider Performance Measure for use in tracking program effectiveness. However, all providers have not utilized this measure in year of implementation. Year two should focus on the consistent use of this measure across program providers to aid in the internal and external tracking of YEC goals.

In addition to the above noted goals for YEC youth council members, the WPB YEC developed goals focused on programming components. These include:

Goal One: To convert the existing Northwood Adult Center to the Northwood Youth Empowerment Center,

- Objective 1: Furnish and fit the YEC with amenities attractive to youth (youth survey revealed amenities desired include TV's, video games, ping pong, billiards, air hockey, sofas, large chairs, dining room table and chairs, stereo equipment, and recording equipment and mixers).
- Objective 2: Add youth-related components to the city-owned Northwood Gymnasium.

Goal Two: To prepare youth for success in the workplace.

- Objective 1: Provide programming on resume writing, interviewing techniques, dressing for success, and workplace etiquette. The specific objective outlines 90% youth participants to be placed in jobs and 50 youth to be placed in summer jobs.

Goal Three: To prevent youth crime, violence, and gang involvement.

- Objective 1: Develop a positive relationship between law enforcement, youth, and families through the G.R.E.A.T. program.

Goal Four: To have youth recognize the benefits of living tobacco, alcohol, and drug free.

- Objective 1: F.A.C.E. I.T. program will teach 30 youth and their families about the effects of controlled substances.
- Objective 2: Host a YEC Grand Opening at the Lindsey Davis Center.

Goal Five: To offer opportunities for incorporating real-world learning with skills for career development.

- Objective 1: Use of an audio/video production lab to encourage literacy development as well as computer skills enhancement. Learning the art of audio and video production will enable youth to create programs to express themselves and share their experiences with others. Working with local media outlets will assist in producing the youth's work and showcasing them and the YEC.
- Objective 2: Professionals in the field will work with small groups of youth to produce programs that will be shared with the community via local TV networks and West Palm Beach TV (WPBTV Channel 18). Targeted youth numbers are 24 youth per week.

Goal Six: To teach students about the economic benefits of staying in school though participating in Junior Achievement programming.

- Objective 1: Develop partnerships with community businesses to assist youth in the development of their skills.

Goal Seven: To provide outreach on a regular basis to local youth in order to maintain community relationships. Outreach will focus on youth ages 12-14 in an effort to *prevent* gang involvement.

- Objective 1: Continuous collaboration with middle schools, law enforcement, and community leadership.
- Objective 2: Outreach initiative to include face-to-face interaction between site staff, youth council, and community four nights per week.

West Palm Beach Implementation Findings

Goal One was met in year one through the conversion of the Northwood Adult Center into the Northwood Youth Empowerment Center. *Objective 1 was met* during year one through the acquisition of site resources such as a computer lab and recording equipment, a pool table, lounge area with TV and video games, etc.. *Objective 2 was met* in year one through the utilization of the gymnasium at the DeGeorges Boys and Girls Club.

Goal Two was not met during year one. *Objective 1 was not met* during year one. Youth participation and scheduling issues resulted in fewer youth than targeted in the job readiness program. Specifically, four of the targeted 50 youth were placed in jobs.

Targeted numbers may be reached in year two of implementation as program is still running at end of year one.

Goal Three was not met during year one although prevention is a long term goal and is anticipated to be attained in year three of implementation. *Objective 1 was partially met* during year one. The West Palm Beach YEC has implemented the G.R.E.A.T program but no measure of "relationship building" as outlined in the goal has been reported thus far.

Goal Four was not met during year one as the implementation of the F.A.C.E. I.T. program did not commence by the end of year one. *Objective 1 was not met* as the targeted numbers of 30 youth and their families have not been reached in year one.

Goal Five was met during year one through the programming provided by Taylor Productions. *Objective 1 was met during year one* through the development of and utilization of an audio/video production lab and the sharing of these products with local media outlets. *Objective 2 was met* during year one with the development of videos that have aired on local TV stations. The targeted numbers for year one have been exceeded.

Goal Six was not met during year one as Junior Achievement programming has not yet started. *Objective 1 was not met* as the program had not started by the end of year one.

Goal Seven was partially met during year one of implementation. Outreach activities have been documented and target youth (ages 12-14) involvement in daily center activities has been provided in monthly reporting. However, as prevention of gang involvement is a component of this goal, measurement of goal attainment cannot be completed until year three of implementation. *Objective 1 was achieved during year one* and is ongoing into year two as documented in monthly reporting. *Objective 2 was met* through the documentation of outreach initiatives and alternative evening programming being offered at the site.

5.2.2 Implementation: Law Enforcement & Courts (adult)

- **A shared plan** was developed through the establishment of the Law Enforcement Workgroup (LEWG). Members represent Palm Beach Sheriff's Office, PBSO Violent Crimes Task Force (VCTF), Office of Statewide Prosecution, Palm Beach State Attorney's Office Combat Unit (SAO), Bureau of Alcohol, Tobacco, & Firearms (ATF), Boynton Beach Police Department (PD)*, Riviera Beach PD*, and West Palm Beach PD*.
- **Timeline:** Law enforcement and courts components structured their goals and objectives for implementation and completion to take place over the course of the

project.

- **Goals** of collaboratively designed plan for implementation of law enforcement and courts components of Youth Violence Prevention Project are noted below. Specific tasks and funding sources related to implementation are identified where appropriate.

*Indicates program (target) site agencies. Belle Glade and Lake Worth agencies are not represented in the leadership of the LEWG.

Note: The previous section outlining the Prevention Implementation Goals and the Prevention Implementation Findings (by site) was organized by presenting all of the goals and objectives first followed by the implementation findings (by site). The Law Enforcement and Courts Implementation Goals and Implementation Findings is presented in a slightly different format. The jointly developed goals and objectives for these two components (law enforcement and courts) are more lengthy; therefore, the section is presented such that the implementation findings directly follow the implementation goals (e.g., goal one goals followed by goal one findings, goal two goals followed by goal two findings).

Goal One: To increase the level of education regarding the collection of evidence of all law enforcement agencies. Specifically, training is required to focus on evidence that can be retrieved through modern technology, i.e. D.N.A., weapons' ballistics, etc. These collections will be applied to all recovered guns, stolen vehicles, etc., which facilitate the use of violence in youth crimes. This will enhance the investigators ability to solve other crimes.

- Objective 1: To assume consistencies across jurisdictional lines thus eliminating confusion. Strengthening prosecution abilities to take cases to trial.
- Objective 2: To use technology to identify juveniles early on in criminal activity before they escalate to a violent crime.
- Objective 3: To statistically reduce the rate of youth violent crimes throughout Palm Beach County.

Additional planning for the joint law enforcement and courts components include:

- **Task**: To gather the necessary experts to put together the materials needed to accomplish the targeted training. This would include members of Criminal Justice Commission (CJC), SAO, law enforcement, crime scene, and others deemed necessary.

- **Implementation Plan:** Starting at the top, partnering with Police Chiefs, Sheriff, and SAO to support and encourage the need to work together. Once approved and accepted, the delegated parties can implement the training as required.
- **Funding Source:** Cost should be minimal as this is mainly expertise driven. Only man hours needed in the training presentation.

Implementation Findings: Law Enforcement and Courts (Goal One)

The YVPP law enforcement agencies' participation includes Palm Beach County's Sherriff's Office (including the VCTF), the Bureau of ATF, State Attorney's Office (Combat Unit), Office of Statewide Prosecution, Boynton Beach Police Department, Riviera Beach Police Department, and West Palm Beach Police Department. Additionally, Boynton Beach, Riviera Beach, and West Palm Beach Police Department provide ongoing community policing (with assigned officers) to the Youth Empowerment Center sites in those cities.

In year one, Lake Worth's law enforcement participation consists of community police collaboration with the Lake Worth Youth Empowerment Center and one officer assigned to the Violent Crimes Task Force. Currently, Lake Worth Police Department and Belle Glade Police Department do not participate in the Law Enforcement Workgroup's planning, coordinating, and development of resources, protocols, and initiatives related to the Youth Violence Prevention Project (YVPP).

The *LEWG (consisting of law enforcement and courts components of the YVPP) met Goal One* during year one of implementation. Specifically, the LEWG committee members have worked collaboratively to produce protocols for a variety of gun crime, evidence collection, and violent and gang crime initiatives. The protocols include the development and distribution of curriculum for gun crime evidence by the West Palm Beach Police Department and Office of Statewide Prosecutor. Protocols completed by members of the LEWG include the revision of Auto Theft Notices by West Palm Beach Police Department, Protocol for use of "Bullet Catcher" and Preserving Test-Fired Ammunition (PBSO), Police Training Bulletin by Boynton Beach PD, Stop and Frisk Training Protocol, Gun Crime Protocol, Evidence Collection Protocol, Gang Techniques (gang prosecution and injunction) Protocol, Traffic Stop Protocol, Making & Taking Statements Protocol, and Search Warrants Protocol. Further, PBSO's VCTF has developed Criteria and Protocol for Activation for agencies requesting assistance or referring cases to VCTF.

Training for all Palm Beach law enforcement and prosecution agencies on the utilization of all above noted protocols was coordinated by the Office of Statewide Prosecutor, West Palm Beach PD, State Attorney's Office, and PBSO and was facilitated by

all LEWG agencies. The number of trainings and agencies/officers served is included in Section V Year One Findings.

Objective 1 was met in year one through the development of the above mentioned protocols and trainings shared across law enforcement agencies within Palm Beach County. The year two evaluation will focus on the tracking of the “strengthening of prosecution’s abilities to take cases to trial.” This will include the implementation of DNA technologies training. The planning for this program occurred during year one and the program will become operational in year two.

*Funding for DNA technologies was shifted to the Crime Prevention Fund rather than through YVPP monies as determined by the LEWG.

Objectives 2 and 3 will be evaluated in year two as technology (database tracking) is developed/utilized that will enable law enforcement and courts representatives to track juvenile crime and develop appropriate interventions (e.g. referrals to community agencies).

Goal Two: As firearms are a primary source of concern regarding all violence, tracking of “all” firearms cases is imperative to stop the increasing number of violent crimes. This strategy mirrors similar programs already in existence (e.g., SA Darren Shull reviewing all auto theft cases, SA in Miami-Dade reviewing all gun cases). The designated individual(s) could review every gun case presented.

- Objective 1: After cases have been delivered to the appropriate court(s), (juveniles and adults), then any juveniles associated with gun crimes may be comprehensively tracked. This would allow the partnering members of the Youth Violence Prevention Committee to be able to direct (or refer) these juveniles to needed assistance programs. The main objective is to ensure the continuous pattern is implemented in a correct manner.
- Objective 2: To facilitate the ability of local law enforcement to have a contact person (SAO) to handle firearm charges. This objective also facilitates the ability of officers and investigators to gain an understanding of the importance of making sure all needed information is forwarded to the proper channels.
- Objective 3: To gain successful prosecution of target individuals. A proactive enforcement effort will be the main focus; surveillance and information utilization also will be used to achieve this goal.
- **Task:** Once a law enforcement officer has made an arrest on gun charges, he/she

will make sure it is properly processed when collected. (See Goal One). Then the case is given to the appropriate SAO for filtration.

- **Implementation Plan:** The plan involves developing “buy in” by the State Attorney. The SAO’s participation is the key to the function of this strategic plan. The SAO will be the hub of all gathered information to be disseminated as directed.
- **Funding Source:** The cost of this task will depend upon the SAO’s allocation of manpower. If they are not able to assign an existing SA, then a means to open a new position would need to be allocated.

Implementation Findings: Law Enforcement and Courts (Goal Two)

The LEWG *did not meet Goal Two* by the end of year one implementation (February 2008). However, partial implementation occurred with plans and protocols developed to meet this goal in year two of implementation. Specifically, efforts to facilitate the tracking of all firearms cases include the utilization of current systems to include Gang and Youth Violence Prevention (YVP) cases entered into the STAC system at the Palm Beach State Attorney’s Office. Firearm cases are identified within the STAC system and reports can be generated to track the specific details related to each firearm related case. The State Attorney’s (SAO) Combat Unit has generated a report of all related cases for year one of implementation. Further, the SAO and PBSO are working collaboratively to establish a systematic process and specific personnel contacts to create a clear contact network both in terms of personnel and electronic tracking systems accessible to LE and SA agencies. This effort includes the further development of and utilization of the Law Enforcement eXchange (LEX) system to track firearm cases. The LEX system did not originate with the YVPP, but it will be utilized to meet the goals of the Strategic Plan during year two of implementation.

Objective 1 was met during year one through the use of juvenile and young adult firearm case tracking within the STAC system in the SAO. Reports can be generated separately for juveniles charged and these reports can be used to direct juveniles to appropriate assistance programs. However, a clear system for facilitating referrals and tracking the juveniles’ response to intervention needs to be developed. This may be accomplished through the CJC’s in-house case management (ISS) system once it becomes fully operational. In sum, law enforcement, courts, and the CJC currently have the capacity to *fully implement Objective 1 in year two*.

Objectives 2 and 3 were partially met during year one. Specifically, law enforcement (PBSO) has initiated information gathering relative to identifying a specific contact person who will coordinate the dissemination of the tracked firearm cases (particularly for

juveniles) information. Directives were issued through the LEWG for PBSO to establish contact with the SAO to determine if specific prosecutors are assigned to firearm cases (currently, there is a prosecutor dedicated to gang-related gun crimes). The efforts will continue to focus on either identifying the appropriate contact(s) or establishing a protocol for assignment of or tracking of firearm crime so that LE has a direct link to access firearm case information that may be useful.

Goal Three: To develop a plan that would support gun dealers/suppliers partnering with law enforcement to better secure firearms. Most violent crimes involving firearms are from weapons that have been stolen.

- Objective 1: To work hand-in-hand with dealers on items that may help in the theft of guns. This objective would include low cost deterrents that would have minor impact on the dealers (e.g., concrete barriers to halt “smash and grabs”).
- Objective 2: To help identify subjects who may be gang affiliated or persons involved in criminal activities that purchase weapons. This objective may include working together at gun shows or simply tracking over-the-counter sales.
- Objective 3: To reduce the number of youths and violent offenders gaining access to firearms.

- **Task:** To meet with gun dealers and create the necessary protocol that would accomplish the objectives described above.
- **Implementation Plan:** To get the necessary personnel from law enforcement and the private owners of these businesses together to develop a strategy to achieve the outcome.
- **Funding Source:** There is not a cost associated with the “mapping out process.” Costs may be incurred on special operations such as working special duty at certain functions (e.g., gun shows, promotions).

Implementation Findings: Law Enforcement and Courts (Goal Three)

Goal Three was not fully met during year one of implementation. However, goal three was partially met through the development of a plan to partner with various law enforcement agencies and gun dealers/suppliers to assist in the prevention of gun thefts and decrease the procurement of firearms by violent criminals. In year two, the actual partnering with gun dealers/suppliers is planned and contacts to facilitate this strategy have been made. The targeted initial contacts are to take place in March 2008 at the South

Florida Fairgrounds Gun Show. Collaborative efforts among federal, county, and city agencies (ATF, PBSO, Riviera Beach Police Department, and West Palm Beach Police Department) have resulted in each agency providing officers and detectives to assist in this effort. Specific targets for the Gun Show initiative include establishing contacts with gun dealers/suppliers, developing specific strategies to reduce the theft of firearms (e.g., concrete barriers to stop smash and grabs), and coordinating the use of the license plate recognition system (Tag Reader) to target gang affiliated attendees.

Objective 1 is on track to be met by March 2008 during the Gun Show upon implementation of the outlined initiative. Objective 2 was partially met during year one through the establishment of identification of gang affiliation in the SAO STAC system and through various law enforcement agency gang affiliation identification methods. Specific methods of tracking firearm purchases and/or thefts by gang members (via attendance/purchases of firearms at gun shows or of over the counter sales) need to be developed in year two of implementation. Objective 3 will be met though the operationalization of Objectives 1 and 2 and will be tracked in year two and three of the YVPP evaluation. Additional implementation of activities not specifically outlined in the Strategic Plan but related to goal three include contacting PBSO Information Systems to establish a link on the PBSO website to be used to anonymously report illegal guns (in conjunction with Crimestoppers) and partnering with the Palm Beach County Most Wanted newspaper to post firearms and gang-related "most wanted" fugitives.

Goal Four: To reduce the number of incidents of gun crime in Palm Beach County by building strong prosecutions through diligent investigation. Further, the goal is to foster the community's awareness of efforts to cause potential violators to focus on the likelihood of arrest, prosecution, and punishment if they commit crimes with guns.

- Objective 1: To establish a clear and concise protocol for the handling of gun crime evidence with input from each of the disciplines required to participate in the process.
- Objective 2: To train officers who are likely to be the first to come in contact with such offenses on techniques and strategies to build strong cases against gun crime suspects.
- Objective 3: To develop strategies within the Office of the Statewide Prosecutor to create substantial ownership interest in the prosecution of gun crimes and allow for appropriate resources and services to supplement that effort.
- Objective 4: To publicize efforts within the offender's community in a way that will

cause the youth in that community to realize that there are serious consequences to their decisions if they participate in violent crimes.

- **Task:** Meet with decision makers from the SAO, law enforcement agencies and the PBSO. Administrators and lab personnel will execute a team approach to the handling of evidence in gun-related crimes.
- **Task:** Use “Project Safe Neighborhood’s” mechanism to provide several training conferences for street-level officers who will be the first to come in contact with most gun crimes.
- **Task:** Work with the SAO to form a method whereby the filing and handling of gun-related crimes will be centralized with clearly established priority given to the violent crimes and offenders involved in gun crimes in Palm Beach County.
- **Implementation Plan:** No costs were noted.
- **Funding Source:** None noted.

Implementation Findings: Law Enforcement and Courts (Goal Four)

Goal Four was not met during year one of implementation. However, protocols and trainings in evidence collection and gun crime were developed and disseminated to law enforcement agencies and the SAO. These protocols were completed during year one and trainings were administered to numerous city law enforcement agencies in year one as well. Trainings are anticipated to continue through year two in order to provide the targeted trainings to ALL appropriate agencies without Palm Beach County. Additionally, a second component of goal four is to foster community awareness regarding this diligent arrest and prosecution protocol. *This component of Goal Four was not met,* but directives were issued through the LEWG to the PBSO to facilitate establishing a partnership with corrections and the DOJ Assessment Center to produce and place “Penalties for Gun Crimes” posters as a deterrent. *Objective 1 was met* during year one. *Objective 2 was met* for most agencies during year one and training is scheduled to be administered during year two.

Objective 3 was initiated during year one but joint strategies (and appropriate plans for tracking cases) between the SAO and law enforcement agencies for prosecution of gun crimes *was not completed by the end of year one.* Plans are in place to move forward in year two in order to meet Objective 3. *Objective 4 was not met during year one.* However, directives were issued through the LEWG for contacts to be made to publicize gun crime arrest and prosecution efforts to deter gun crime. These include the production and placement of posters with gun crime penalty information and the placement of “most

wanted" gun crime fugitives in the Palm Beach County Most Wanted newspaper.

Goal Five: To develop collaboration and information sharing among agencies at the federal, state and local levels.

- Objectives: None noted.
- Task(s): None noted.
- Implementation Plan: None noted.
- Funding Source: None noted.

Implementation Findings: Law Enforcement and Courts (Goal Five)

Goal Five was met during year one. Collaboration among federal (ATF), state (Office of Statewide Prosecution), and local (PBSO, VCTF, city level police departments) law enforcement and prosecution agencies has been established through formal committees such as the LEWG and the Law Enforcement Planning Council (LEPC) who meet monthly to formally coordinate efforts to implement the YVPP strategic plan. Additionally, information and resource sharing takes place through both formal channels (e.g., LEWG) and informal channels (e.g., contacts between local law enforcement agencies) as reflected in the monthly reports submitted by VCTF, Office of Statewide Prosecution, SAO, Boynton Beach Police Department, Riviera Beach Police Department, and West Palm Beach Police Department. Information sharing takes place on an informal level as it relates to successful violent crime arrest and prosecution. However, a database to house information that could be formally accessed by law enforcement and the courts remains in the development phase (e.g., LEX system and/or State InSight system).

Goal Six: To use new technology of the "License Plate Recognition" system. Further, the goal is to place such units in areas where stolen vehicles are most likely to be driven. Rationale: Youths usually start begin their criminal careers with auto theft first.

- Objective 1: To increase the number of recovered stolen vehicles.
- Objective 2: To identify more suspects involved in auto thefts as it facilitates the movement of youth violence throughout Palm Beach County.
- Objective 3: To increase the number of arrests associated with auto thefts and other related crimes.
- **Task**: To place such units in known strategic locations where stolen vehicles are often taken.

- **Implementation Plan:** To statistically determine where to place the units. Locations would be town homes or apartment areas where juveniles have a tendency to hang out and drop off stolen vehicles. These units could be used in a specific area and then relocated as needed.
- **Funding Source:** The cost is substantial; each unit runs approximately 30 to 35 thousand dollars. To make an impact, a number of units would be needed. This would require pursuing all funding sources in order to purchase the necessary equipment.

Implementation Findings: Law Enforcement and Courts (Goal Six)

Goal Six was met in year one of implementation. West Palm Beach Police Department and the PBSO were trained and have been using two Tag Readers at each agency to facilitate auto theft arrests, use in burglary stakeouts, and utilization by Patrol Units on a rotating basis in high crime areas. Further, West Palm Beach Police Department has purchased and utilized a “bait” vehicle to aid in arrests related to auto theft (noted as a “gateway” crime for youth).

In addition, the LEWG revised the county Auto Theft Notices in year one. Distribution of the revised forms to local law enforcement agencies will commence in year two. *Objective 1 was not tracked* during year one of implementation as an increase in the number of recovered vehicles is anticipated to follow the implementation of the initiatives outlined in Goal Six. However, the LEWG is on target to meet Objective 1 in year two as the above noted protocols and resources to increase the number of recovered stolen vehicles have been developed and implemented in year one. *Objectives 2 and 3 were not met during year one.* However, these *objectives are partially addressed* by the use of Tag Readers (collaboratively and countywide) in high crime areas, along with the re-issuance of the revised auto theft forms. Year two will focus on the tracking of suspect identification and number of arrests for auto thefts. This tracking of suspects and arrests should be included in year two’s monthly or year end reports by law enforcement agencies.

In sum, the Law Enforcement and Courts components of YVPP *met Goals One, Five, and Six of the implementation plan during year one.* Coordination of multi-agency efforts for implementation of *Goals Two, Three, and Four were initiated in year one.* The law enforcement and courts *components are on target to meet Goals Two through Four* in year two of implementation. Therefore, year three should focus on the refinement of implementation protocols and target tracking of the outcomes of implementation efforts across all goals.

Implementation: Law Enforcement

Additional implementation activities of law enforcement strategies related to the YVPP model are described in this section.

- **Resources:** Additional resources provided through funding by CJC includes the validation, training, and implementation of DNA technologies, an additional microscope and water tank for use with bullet catchers (3 purchased), funding for officers to work overtime hours on gang and violent crime initiatives by the PBSO and the VCTF (e.g., Operation Gangbusters) and for backlogged firearms cases, funding for additional BrassTrax training, and electronic equipment used to run license plate recognition cameras. Additionally, funds to continue and expand these initiatives have been actively sought by the LEWG members and CJC staff (e.g., Project Safe Neighborhoods, Bureau of Justice Assistance).
- The utilization of equipment and personnel resources in specific initiatives is outlined by agency in Section 5.3 Implementation Results.

Implementation: Courts (adult)

Additional implementation of courts activities (adults) related to the YVPP model are described in this section.

- **Resources:** Additional resources utilized by the courts component of the YVPP includes the development of new protocols for entering and tracking gang and violent crime related case data using the already-in-place STAC system in the SAO. This includes tracking the location of the charged crime and the arrest as well as identification of cases as YVP or gang-related. If identified as gang-related, the gang affiliation is entered into STAC for tracking purposes.
- **Collaboration/partnerships:** The identification of specific gang affiliation is a joint effort by law enforcement and courts and includes manual identification by law enforcement as well as electronic tracking through the SAO's STAC system.

Implementation: Courts (juvenile)

Additional implementation of courts activities related to the YVPP model are described in this section.

- A **specific plan** to develop the juvenile courts component of YVPP was put forth by CJC. The focus of this courts component is to target youth during all stages of their involvement in the juvenile justice system (diversion, intervention, and re-

entry/transition). The goals of this plan are outlined below.

- **Timeline:** Courts component goals and objectives for implementation and completion are to take place over the course of the project.

Goal One: To extend Youth Court within each targeted program site area.

Goal Two: To divert youth from the juvenile justice system.

- Objective 1: To provide Aggression Replacement Therapy (ART). ART is designed as a specialized treatment program to stem violent behavior of young juvenile offenders.

Goal Three: To reduce juvenile recidivism.

- Objective 1: Initiate judicial training on parent involvement within the judicial process. This would provide a link between the courts and youths' homes and thus, provide a support network for the juvenile justice involved youth.

Implementation Findings: Courts (Juvenile and Adult)

Goal One was not met during year one of implementation. The existing Youth Court(s) (e.g., West Palm Beach) were operational during year one of implementation. However, the Youth Court was not been expanded to serve the YVPP youth nor has it been extended to the other target program site areas.

Goal Two was not met during year one of implementation. A systematic method for identifying juvenile justice involved and/or transitioning youth was not developed during year one. As targeted identification of youth did not taken place, no partnerships were established between sites and provider(s) of ART. *Objective 1 was not met* during year one of implementation.

Goal Three was not met during year one. Judicial training for parent involvement in the judicial process did not commence during year one. Further, training protocols to involve parents and a plan for the identification of appropriate youth and parents to participate in this training were not developed during year one.

In sum, none of the four sites met the goals associated with the YVPP courts components' during year one of implementation.

5.2.3 Implementation: Corrections

The corrections component (for all sites) includes the development of community Justice Service Centers (JSC). The goals and objectives outlined for the JSCs delineate a target population to be served, target locations, and target programming. However, programming is anticipated to change over time relative to the needs of the clients (JSC) and communities. All of the sites are to either expand an existing Justice Service Center (as in West Palm Beach) or develop a plan for the establishment of a Justice Service Center.

The overall goal of the corrections component is to “empower communities through restoration.” Specifically, the JSCs should provide re-entry assistance for youthful and young adult offenders returning to the community. Information regarding interlocal agreements between the five cities and the CJC, funds, matched funds, and site specific budget details related to site staffing and all resources is available through the CJC.

- **Target population:** The target population to be served by the JSCs includes youth and young adults between the ages of 14-29.
- **Target Site(s):** Belle Glade, Boynton Beach, Lake Worth, and Riviera Beach are target sites for the planning of and establishment of new JSCs. West Palm Beach is a targeted site with an existing Justice Service Center. The goal for West Palm Beach is to expand the services of the existing JSC. Riviera Beach is the only site that has procured a dedicated space to house the JSC. During the first year of implementation, the Riviera Beach JSC shares space with J.A.Y. Ministries in the targeted North Riviera Beach neighborhood. However, there are plans to relocate at the end of year one.
- **Specific Programming:** Programming goals include the development of partnerships, contracted providers, and service agencies that will assist clients with employment, substance use, mental health issues, legal issues, life skills, probation sanction assistance, and re-entry assistance.

Goal One: To complete a client “needs assessment” to determine the focus for services.

Goal Two: To develop partnerships with community and county agencies and service providers for referral purposes.

Goal Three: To contract with specific service providers for on-site delivery of services.

Implementation Findings: Corrections (JSCs)

In general, Goals One, Two and Three were not met during year one. This is primarily due to the delayed or slower roll out plan for the JSCs in the target sites. Only one site, Riviera Beach, of the five target sites established a JSC. Therefore, *Riviera Beach met all goals* cited in the corrections component. Specifically, Riviera Beach JSC staff conducted a needs assessment with offenders who attended the first Offender Consortium which identified and convened service providers, employers, and ex-offenders. Additionally, Riviera Beach JSC staff established partnerships with service providers and agencies, and provided referrals for ex-offenders based on needs identified during the intake process of the JSC case management system. The *Riviera Beach JSC met Goal Three* through the provision of on-site employment support services (this is partially supported through CJC job coach funding).

Only one of the five target sites, Riviera Beach, met all goals associated with the corrections component. However, the Lake Worth site provided a timeline for the development of its JSC (2009). The remaining sites (Belle Glade, Boynton Beach, and West Palm Beach) should develop a timeline for the establishment or expansion of a JSC during year two of the YVPP.

Summary of Implementation Findings for the Four YVPP Components

Law enforcement and Courts (collaborative goals):

Law enforcement and courts met 3 of 6 goals during year one of implementation. Plans, protocols, and initiatives are in place to implement the remaining 3 of the 6 goals in year two.

Courts (juvenile):

The courts did not meet 3 goals outlined in year one.

Corrections:

Four sites—Belle Glade, Boynton Beach, Lake Worth, and West Palm Beach—did not address the three goals for the corrections during year one. One site (Riviera Beach) met all three corrections goals during year one of implementation.

Prevention:

Three sites—Lake Worth, Riviera Beach, and West Palm Beach—met 2 of the 3 goals for the prevention component in year one. Two sites—Belle Glade and Boynton Beach—did not meet the 3 goals in year one. One of these sites (Boynton Beach) developed plans and initiatives to meet 2 of the 3 goals in year two. All four of the operational sites (excludes Belle Glade) are meeting objectives that may lead to the accomplishment of the 3rd goal (prevention of youth gang and violent crime involvement) by the third year of implementation.

Table 3 provides an overview of the implementation timeline for each of the four components across the program sites.

Table 3 Timeline and Component Implementation Across Sites

	Prevention	Corrections	Law Enforcement	Courts/ Prosecution
Site	<u>Youth Empowerment Center:</u> <ul style="list-style-type: none"> ▪ Education ▪ Employment training ▪ Life skills ▪ Recreation 	<u>Justice Service Center(s):</u> <ul style="list-style-type: none"> ▪ Reentry assistance ▪ Employment training job placement ▪ Referrals for services 	<ul style="list-style-type: none"> ▪ Training ▪ Equipment purchases to improve investigations and apprehensions ▪ Ads ▪ Community-oriented officers ▪ Multi-agency task forces 	<ul style="list-style-type: none"> ▪ Two Combat Unit (gang, juvenile) prosecutors ▪ Collaboration ▪ Tracking of gang-related cases
Lake Worth	Implemented in Feb 07		Implemented in Jan 07	Implemented in Jan 07
West Palm Beach	Implemented in March 07		Implemented in Jan 07	Implemented in Jan 07
Riviera Beach	Implemented in April 07	Implemented in April 07	Implemented in Jan 07	Implemented in Jan 07
Boynton Beach	Implemented in Jan 08		Implemented in Jan 07	Implemented in Jan 07
Belle Glade				Implemented in Jan 07

5.3 Implementation Results: Programs and Services Delivered Across the Four Components

This section presents the results (outputs) of the programs that were implemented during the initial year of the YVPP (e.g., programs offered, activities). The tables and charts in this section present program-level data. The information is organized by component (prevention, law enforcement, courts, and corrections) and by site (Boynton Beach, Lake Worth, Riviera Beach, and West Palm Beach). This section describes the programs and services at each site. While there were five sites identified as “violence hot spots,” only three sites implemented the prevention component during 2007: Lake Worth, Riviera Beach, and West Palm Beach. Boynton Beach began implementing the YEC in early 2008 and Belle Glade did not begin implementation of the prevention or corrections components during year one. One site, Riviera Beach, implemented the corrections component (JSC). The law enforcement and courts components were implemented countywide beginning in

January 2007. However, despite the countywide scope for the law enforcement component, there remains variation in the level of involvement across the sites. To augment the program level data presented in this section, examples of special activities, collaborations and partnerships, and community outreach for the prevention component of each site is provided in Appendix A.

Regarding the prevention component, following the narrative description of the programs and services delivered by each site, tables and charts are presented. Each site's description is followed by three tables displaying the following: the number of youth served, the number of hours that programming was available, and the number of programs offered. These tables (for each site's YEC) are numbered 4 through 15. **The cells in these tables will contain a number, be left blank, or contain an "MD." An "MD" (missing data) in a cell reflects inconsistencies in the numbers reported by sites on their monthly reports or an instance where a site failed to report the data. "MD" does not necessarily mean that no youth were served or no programs were offered. A "zero" in a cell reflects a particular month in which zero youth were served and/or zero programs were offered. An empty cell indicates that the program or service was not regularly or continually offered at the site.** The numbers in the cells for "community outreach" and "collaboration/partnerships" reflect actual number of community contacts (and/or number of flyers sent, etc.) and are reported in the last table for each site (table displaying the number of programs offered). Also, in some instances, the data reveal expected increases in the number of youth served in programs during the summer months (particularly recreational programs).

5.3.1 Implementation Results: Prevention

Prevention Implementation Results: Boynton Beach YEC

Youth Council

A youth advisory board was established in December 2007 at the Boynton Beach site. At its inception, the board consisted of five youth ranging in age from thirteen years old to eighteen years old. The purpose of the board is to plan activities for their peers, and provide updates to the Mayor, City Council, and City Manager.

The Boynton Beach YEC has established an Executive Committee and a Steering Committee, both of which meet on a monthly basis. In 2007, Boynton Beach began planning activities and programs to begin in January 2008. The programs described below were contracted in Year One to provide services in 2008.

Education

No action taken or information not provided.

Employment

No action taken or information not provided.

Life Skills

MADDADS will be implemented with a small cadre of services offered: teen talk, step dance, youth-on-youth mentoring, and personal awareness retreats. The types of skill development that youth are exposed to include personal faith, goal setting, job skills, gang resistance, substance resistance (drug and alcohol), and delinquency resistance. Individual program plans are developed for each individual youth. Throughout their participation, youth are expected to attend scheduled classes and participate in community service projects.

Hooked on Fishing Not on Drugs (HOFNOD) is aimed at gang violence prevention. It strives to provide alternatives to gang activities and substance use by improving family relationships, offering positive role models, and building a sense of civic responsibility, self esteem, ethics, and environmental stewardship. HOFNOD consists of a six-session classroom curriculum; fishing lessons; and participating in four charter fishing trips to put into practice the skills learned. Participating youth receive a rod and reel to keep. The program established a target population of up to 20 youth to be served during the first year.

The MABCO - ARISE program provides classroom instruction and hands-on opportunities. The goal of the program is to provide youth with the tools and techniques to: improve anger management control, conflict resolution, and positive communications; build

healthy relationships; avoid drugs and guns; establish realistic goals and good study habits; raise awareness about the risks that domestic violence pose to families; and demonstrate positive parenting skills for males and females. The program established a target population of 60 youth to be served during the first year.

The R.M. Lee Community Development (provider) Reducing Ethnic Violence (R.E.V.) program focuses on developing the youth as a whole person by focusing on skills in three areas: cultural enrichment, life skills, and employment skills. The program includes classroom instruction and activities involving hands-on participation. The program established a target population of 60 youth to be served during the first year.

Recreation

The Gulfstream Council – Boy Scouts of America program will provide African American, Hispanic, and other ethnic groups an alternative to undesirable behavior through positive activities. Through the use of building blocks, youth are taught skills utilizing non-competitive sports. The target population is male youths. Emphasis is placed on personal development and growth. Scouting sessions promote character, honesty, and loyalty; as well as a code of conduct to guide the development of personal boundaries. The program established a target population of up to 500 youth to be served during the first year.

Tables 4, 5, and 6 displays the number of youth served at Boynton Beach's YEC (Table 4), the number of hours that programming was available at the YEC (Table 5), and the number of programs offered (Table 6).

Table 4 Boynton Beach: Number of Youth Served in the YEC (2008)

Boynton Beach: Number of Youth Served		
	Jan	Feb
Education	0	0
Recreation	63	104
Employment	0	16
Life Skills	75	97
Mentoring		
Parenting		
Resource: Computer Lab		
Resource: Open Gym		
Resource: Game Room		
Special Events	0	0
Community Outreach		
Collaborations/Partnerships		

Table 5 Boynton Beach: Number of Hours of Programming in the YEC (2008)

Boynton Beach: Number of Hours of Programming		
	Jan	Feb
Education	0	0
Recreation	0	24
Employment	0	8
Life Skills	22	MD
Mentoring		
Parenting		
Resource: Computer Lab		
Resource: Open Gym		
Resource: Game Room		
Special Events		
Community Outreach		
Collaborations/Partnerships		
Community LE Officer	MD	MD

(MD=missing data or inconsistent data reported by program)

Table 6 Boynton Beach: Number of Programs in the YEC (2008)

Boynton Beach: Number of Programs		
	Jan	Feb
Education	0	0
Recreation	3	3
Employment	0	1
Life Skills	3	5
Mentoring		
Parenting		
Resource: Computer Lab		
Resource: Open Gym		
Resource: Game Room		
Special Events		
Community Outreach	0	0
Collaborations/Partnerships	MD	MD

(MD=missing data or inconsistent data reported by program)

Prevention Implementation Results: Lake Worth YEC

Education

For the Children (FTC) serves as the education provider for Lake Worth's YEC and facilitates the After School Program (Teen Zone), tutoring, homework support, computer lab, and ESOL classes for adults (parents). Educational services included tutoring and FCAT readiness.

Employment

For the Children oversees the employment programming. In Year One, no formal contract with an employment provider was executed. For the Children provided summer job shadowing and Teen Job Placement in collaboration with local businesses.

Life Skills

Life Skills programs consist of Studio 2B & Get Real (Girl Scouts programs), Focus on Promise, Planned Parenthood, Learning for Life (provided by For the Children), Spirituality for Kids, and peer mentoring through the youth council.

Recreation

Recreation activities include the Palm Beach Martial Arts Academy, the Lake Worth Playhouse Musical Theater, computer lab, flag football, step/dance, and the utilization of Lake Worth's Parks and Recreation Department's athletic fields, playground, and gymnasium.

Tables 7, 8, and 9 displays the number of youth served at Lake Worth's YEC (Table 7), the number of hours that programming was available at the YEC (Table 8), and the number of programs offered (Table 9).

Table 7 Lake Worth: Number of Youth Served in the YEC (2007-08)

Lake Worth: Number of Youth Served													
	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	60	60	60	60	59	65	65	76	72	70	69	69	71
Recreation	55	55	55	55	2465	163	181	83	146	142	140	105	112
Employment	2	2	2	2	4	4	4	1	MD	MD	MD	MD	MD
Life Skills	41	41	41	41	59	64	64	31	44	43	43	23	22
Mentoring													
Parenting (ESOL)	11	11	11	11									
Resource: Computer Lab	52	52	52	52	167	58	65	78	MD	MD	MD	MD	MD
Resource: Open Gym													
Resource: Game Room													
Special Events	193	244	302	137	385	1	1049	366	103	139	101	108	539
Community Outreach													
Collaborations/Partnerships													

(MD=missing data or inconsistent data reported by program)

Table 8 Lake Worth: Number of Hours of Programming in the YEC (2007-08)

Lake Worth: Number of Hours of Programming													
	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	32	32	32	32	48	21	32	38	96	56	38	52	45
Recreation	98	98	92	98	112	99	36	43	88	49	35	48	36
Employment	2	2	2	2	MD	MD	MD	MD	MD	MD	MD	MD	MD
Life Skills	0	36	36	36	54	21	8	12	44	13	7	4	3
Mentoring	0	0	0	0									
Parenting (ESOL)	26	26	26	26									
Resource: Computer Lab	92	92	92	92	79	21	16	19	MD	MD	MD	MD	MD
Resource: Open Gym													
Resource: Game Room													
Special Events	0	8	4	5	11	4	10	21	6	10	8	14	17
Community Outreach													
Collaborations/Partnerships													
Community LE Officer	9	9	9	9	MD	MD	MD	MD	4	2	MD	MD	MD

(MD=missing data or inconsistent data reported by program)

Table 9 Lake Worth: Number of Programs in the YEC (2007-08)

Lake Worth: Number of Programs													
	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	3	3	3	3	3	3	3	3	3	3	3	3	3
Recreation	2	2	2	2	5	4	4	4	5	5	5	3	4
Employment	1	1	1	1	1	1	1	1	MD	MD	MD	MD	MD
Life Skills	3	3	3	3	3	1	2	1	3	3	3	1	1
Mentoring	0	0	0	0									
Parenting	1	1	1	1									
Resource: Computer Lab													
Resource: Open Gym													
Resource: Game Room													
Special Events													
Community Outreach	160	160	50	110	510	104	308	27	35000	224	456	300	300
Collaborations/Partnerships	8	8	8	8	20	20	20	28	32	35	MD	MD	MD

(MD=missing data or inconsistent data reported by program)

Prevention Implementation Results: Riviera Beach YEC

Education

Educational programming in Year One focused on tutoring and homework support provided by a certified teacher. This program was available through November 2007. No education program provider was contracted with at the end of Year One. A GED program was offered through TechBridge. However, the GED program was not successful due to a lack of sufficient participation from community youth.

Employment

GED assistance, job readiness, and assistance with job placement and training are provided by TechBridge. Youth have the opportunity to learn basic computer skills, financial lessons (e.g., budgeting, banking, credit), employability skills (e.g., interviewing, resume development, professional dress) while earning a wage. However, the program staff referred youth from the community center (five) to the main location of TechBridge in West Palm Beach to earn a GED. Youth also had the opportunity to participate in the Mayor's Job Fair at Hurst Chapel.

Life Skills

The YEC offered services for youth to develop various life skills. Youth had the opportunity to participate in a nutrition and wellness cooking class ("Culinary Flair"), an abstinence program ("Teen Time"), a violence prevention class through the Florida Resource Center, and a class on building a computer ("Build a Computer"). To address teen pregnancy prevention and awareness, youth participated in a teen sexual prevention conference presented by Judge Mathis (in May 2007). This conference was offered to youth throughout Miami-Dade, Broward, and Palm Beach counties. The YEC convened a Gang Awareness information session in the summer with presentations by the Palm Beach County Safe Schools Gang Department.

The YEC implemented a mentoring group for female youth through the Garden of Angels, Inc. This program targeted females between the ages of 13 and 18 years old and offered activities to address drug prevention, support groups, conflict resolution, self-esteem and confidence building, teenage pregnancy prevention, and counseling.

Recreation

The YEC collaborated with First Choice Basketball. This program lasted for six weeks. Through basketball, this activity encouraged fundamental and critical thinking, self-confidence, healthy competition, teamwork, and motor skills. The YEC also offered boxing and defense classes through the North Palm Beach PAL Center, creative arts, and flag

football. The YEC offered a youth camp in the summer that included enrichment opportunities related to arts and culture, goal identification, and field trips.

Tables 10, 11, and 12 displays the number of youth served at Riviera Beach's YEC (Table 10), the number of hours that programming was available at the YEC (table 11), and the number of programs offered (Table 12).

Table 10 Riviera Beach: Number of Youth Served in the YEC (2007-08)

Riviera Beach: Number of Youth Served											
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	2	0	25	24	17	19	27	21	0	0	MD
Recreation	17	24	35	27	26	0	11	16	21	8	MD
Employment	20	28	MD	MD	MD	MD	MD	MD	0	0	MD
Life Skills	14	0	43	63	44	120	109	21	0	0	7
Mentoring											
Parenting											
Resource: Computer Lab											
Resource: Open Gym											
Resource: Game Room											
Special Events	400	0	228	119	35	33	0	5	6	6	MD
Community Outreach											
Collaborations/Partnerships											

(MD=missing data or inconsistent data reported by program)

Table 11 Riviera Beach: Number of Hours of Programming in the YEC (2007-08)

Riviera Beach: Number of Hours of Programming											
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	16	0	80	80	12	6	10	6	0	0	0
Recreation	12	19	13	29.5	19	0	2	8	16	8	0
Employment	8	32	0	0	0	0	0	0	0	0	0
Life Skills	6	0	0	21	8	14	36	10	0	0	4.5
Mentoring											
Parenting											
Resource: Computer Lab											
Resource: Open Gym											
Resource: Game Room											
Special Events	12.5		9	56	6	3	0	40	2.5	32	0
Community Outreach											
Collaborations/Partnerships											
Community LE Officer	12	MD	160	160	160	163	163	160	160	160	160

(MD=missing data or inconsistent data reported by program)

Table 12 Riviera Beach: Number of Programs in the YEC (2007-08)

RB: Number of Programs											
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	1	MD	1	1	1	2	2	1	0	0	MD
Recreation	1	2	2	2	2	0	1	1	2	1	MD
Employment	1	1	MD	MD	MD	MD	MD	MD	0	0	MD
Life Skills	1	0	2	2	1	4	5	2	0	0	1
Mentoring											
Parenting											
Resource: Computer Lab											
Resource: Open Gym											
Resource: Game Room											
Special Events											
Community Outreach	6	12	7	3	6	9	1	5	1	0	3
Collaborations/Partnerships	1	1	2	0	2	3	3	3	2	0	2

(MD=missing data or inconsistent data reported by program)

Prevention Implementation Results: West Palm Beach YEC

Education

TNG associates offered a class where participants learned the intricacies of computer functionality. Youth were exposed to information about various computer languages, memory, software programs, and how to disassemble and reassemble a computer. Youth participated in "Understanding the World of PCs" on a weekly basis and, through an incremental process, built a personal computer that they could take home after the twelve week class.

Youth were also provided an opportunity to learn television (audio visual) production in an actual production environment (Taylor Productions). A "video professional" provided hands-on instruction for 8-12 participants per module in a classroom setting. The program included 240 hours of in-class course work. Participants acquired skills in digital film making, directing, script writing, nonlinear video editing, digital cinematography, lighting, and nonlinear audio editing. Participants learned how to produce a weekly 30-minute music video television.

Employment

Workforce Alliance Youth Connection provided job readiness skills, career coaching, employment referral, and GED preparation. In addition, Teen Temps offered job readiness and placement services.

Life Skills

The GREAT Program (gang resistance education) was offered during a six-week summer program. Abstinence education and social skills were provided through "Teen Time." YEC field trips included the Norton Museum of Art and Delray Beach Photographic Center. Boys and Girls Clubs collaborations also included "Smart Moves" and "Passport to Manhood." Mentoring programs were also offered.

Recreation

Intramural sports leagues were also sponsored (in coordination with the Boys and Girls Club). Females (aged 12 – 19) were offered the opportunity to learn the art of "Double Dutch."

Tables 13, 14, and 15 displays the number of youth served at West Palm Beach's YEC (Table 13), the number of hours that programming was available at the YEC (Table 14), and the number of programs offered (Table 15). In addition to the expected increases in the number of youth served in recreation programs during the summer months, there are large numbers included for three resources: computer lab, open gym, and game room. These are not structured programs and youth are not necessarily participating in other YEC programs.

Table 13 West Palm Beach: Number of Youth Served in the YEC (2007-08)

West Palm Beach: Number of Youth Served												
	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	0	0	5	5	8	8	8	20	16	25	22	22
Recreation	0	60	70	90	70	70	70	76	76	82	76	70
Employment	17	17	3	4	16	16	1	MD	MD	13	4	4
Life Skills	0	0	10	33	39	27	14	14	14	14	26	27
Mentoring												
Parenting												
Resource: Computer Lab	212	99	103	MD	219	301	MD	MD	218	MD	MD	MD
Resource: Open Gym			612	1068	1176	1186	1164	1186	1219	MD	MD	MD
Resource: Game Room	725	741	804	MD	1245	1448	989	1134	908	MD	MD	MD
Special Events	100	35	55	129	76	447	877	99	444	639	127	57
Community Outreach												
Collaboration/Partnerships												

(MD=missing data or inconsistent data reported by program)

Table 14 West Palm Beach: Number of Hours of Programming in the YEC (2007-08)

West Palm Beach: Number of Hours of Programming												
	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	0	0	0	0	8	MD	MD	MD	MD	MD	MD	MD
Recreation	MD	8	24	8	MD	36	36	44	50	MD	42	24
Employment	20	6	MD	MD	MD	MD	MD	MD	MD	MD	24	8
Life Skills	MD	MD	4	86	86	76	68	68	68	68	70	76
Mentoring												
Parenting												
Resource: Computer Lab	105	83	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
Resource: Open Gym			36	36	36	36	36	36	42	MD	MD	MD
Resource: Game Room	100	100	140	MD	MD	244	244	MD	MD	MD	MD	MD
Special Events	3	8	8	19	64	9	12	12	17	16	10	4
Community Outreach												
Collaborations/Partnerships												
Community LE Officer	8	MD	MD	72	72	186	186	186	186	186	186	186

(MD=missing data or inconsistent data reported by program)

Table 15 West Palm Beach: Number of Programs in the YEC (2007-08)

West Palm Beach: Number of Programs												
	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Education	0	0	1	1	1	1	1	2	1	1	2	2
Recreation	MD	1	1	2	1	1	1	2	2	3	2	1
Employment	2	2	1	1	2	2	1	MD	MD	2	1	1
Life Skills	MD	MD	1	3	3	2	1	1	1	1	2	2
Mentoring												
Parenting												
Resource: Computer Lab												
Resource: Open Gym												
Resource: Game Room												
Special Events												
Community Outreach	1	1	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
Collaborations/Partnerships	2	2	2	2	2	3	2	3	3	4	4	4

MD=missing data or inconsistent data reported by program)

Summary: Prevention Implementation Results for Programs and Services Delivered

The YECs at the four operational sites have different supporting infrastructures: Lake Worth and West Palm Beach are operated through Parks and Recreation and the city government, Riviera Beach is operated more directly through the city government, and Boynton Beach is operated through the Police Department and the city government.

Each of the four YECs has a functioning and active youth council. Throughout 2007, 63% of Lake Worth's, West Palm Beach's, and Riviera Beach's youth councils' governing members maintained active participation. The youth councils vary in size and selection criteria. Lake Worth has the "youngest" youth council members while Riviera Beach's youth council members are the oldest. The mean age of each youth council is: 14.5 years for Lake Worth, 15.2 for West Palm Beach, and 16.8 for Riviera Beach. The number of governing members that were active in the council at the beginning of Year One and maintained council membership throughout Year One is 12 for Lake Worth, 16 for West Palm Beach, and 5 for Riviera Beach. The youth councils may contain additional members; however, this information relates to the "governing members" who make recommendations for the selection of programs and facility rules.

Progress in developing the prevention component at each site was preliminarily assessed through site visits, interviews, monthly reporting, and staff surveys. Overall, the YECs experienced growth and expansion in the services offered throughout the initial year of implementation. Combined, the YECs served 2,424 youth in structured programs (education, life skills, employment) and 14,415 youth were served in unstructured programs (recreation and site resources such as open gym and computer lab). This totals 16,840 youth served between February 2007 and February 2008. It is important to note that these numbers are not unduplicated counts. For example, a youth may have been served in one site's education program, life skills program, and a recreation program and would be counted three times in this total YEC youth count. Chart 1 presents line graphs depicting the trends in the number of youth served in the YECs by site throughout the initial year of implementation.

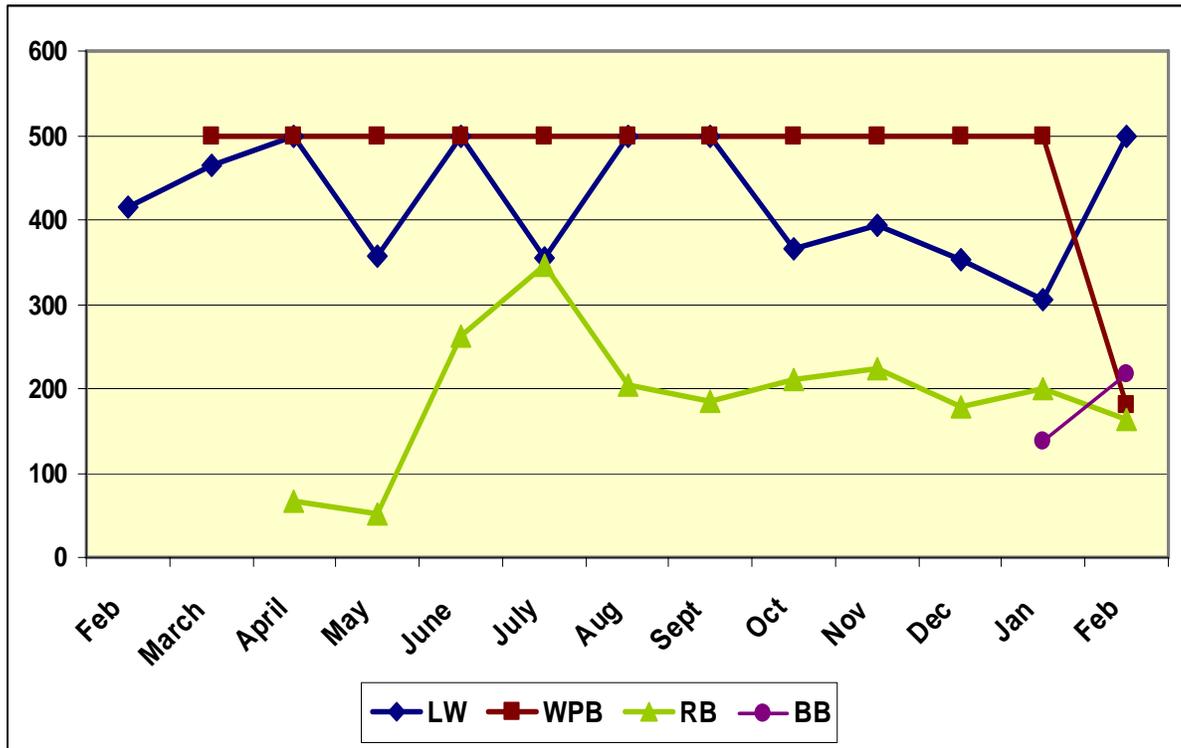
Chart 1 Total Number of Youth Served in YECs by Site (2007-08)

Chart 1 displays the **total number of youth served in all YECs** between February 2007 and February 2008. These numbers include structured programs (education, life skills, employment) and nonstructured programs (recreation, open gym resource, game room resource, computer lab resource, and special events). The numbers were capped at 500 to maintain a scale that would allow sufficient visual space. Numbers for YEC resources in West Palm Beach such as open gym and game room generate very large numbers (some over 3,000). In West Palm Beach, the sharp drop evidenced in youth served in February 2008 reflects issues with monthly reporting as an accurate total number of youth served is unable to be obtained from the February 2008 reporting document. Later in this section of the report, tables will be presented to display the number of youth served in structured programs separately.

Summer numbers tend to peak due to increased population, expanded hours, and additional recreational activities. However, sites were able to retain *some* of the additional summer youth once the school year began. Based on a comparison of numbers of youth served in programs across YEC sites in May (before summer programming) and in September (after summer programming), Lake Worth maintained their increase in youth

participation by 23%, Riviera Beach 16%, and West Palm Beach maintained a 71% increase. As evidenced by the data, there are some shifts in the level of services offered and the number of youth served. This may be the result of a reduction in resources, the loss of staff, relocation and/or restriction of physical space, and provider turnover.

Across the four program sites, there was variation in the implementation of the prevention component of the model program. Each site offered four core services within their YECs: education, employment, life skills, and recreation. Despite the challenges that each site faced (e.g., personnel/provider turnover, resource and facility limitations), reports indicate that site staff remained focused on fulfilling the mission of the program and committed to serving the needs of the youth.

Charts 2, 3, and 4 display the three difference aspects of education programming by site. Chart 2 presents the total number of youth served in education programs, Chart 3 presents the number of hours of education programming offered by site, and Chart 4 presents the number of education programs at each site. In some instances, decreases in the “number of youth served” or “number of programs offered” represent inaccuracies or inconsistencies with monthly data reporting rather than zero youth being served or zero programs being offered.

Chart 2 Number of Youth Served in Education Programs by Site (2007-08)

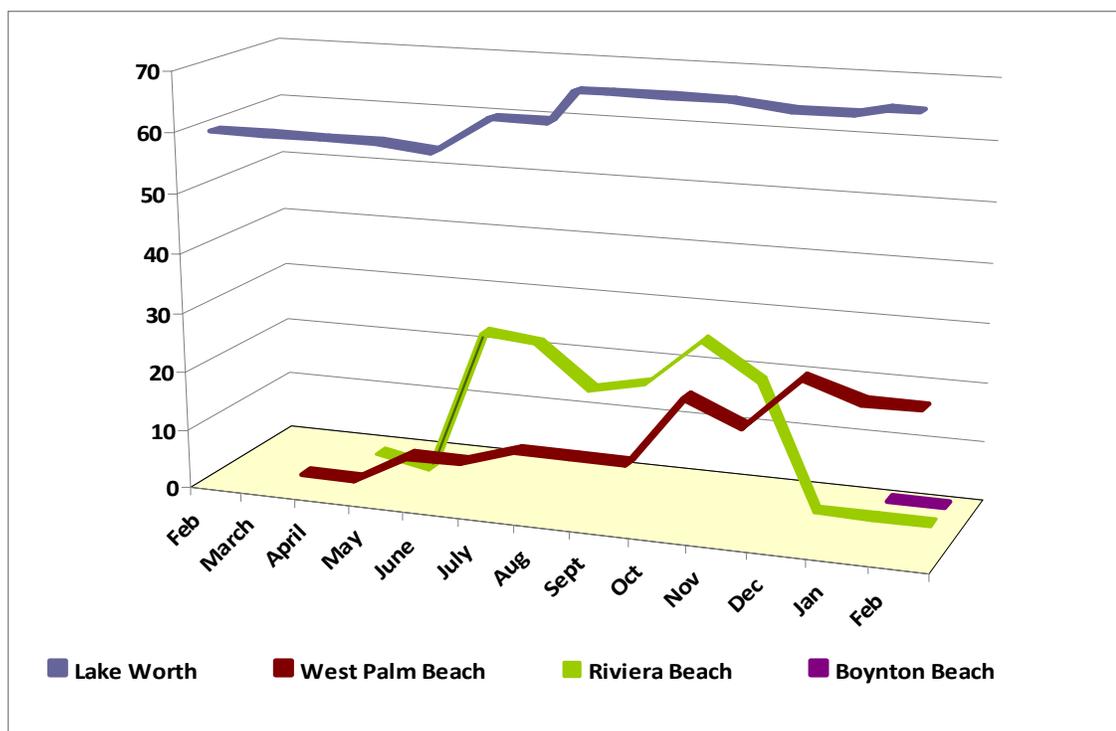


Chart 3 Number of Hours of Education Programs by Site (2007-08)

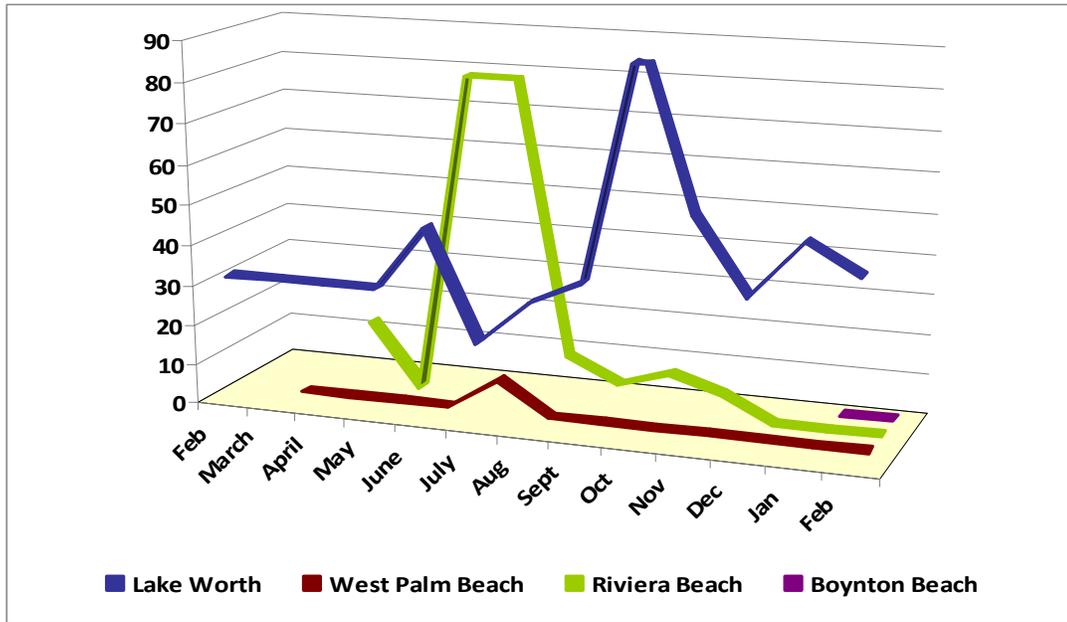
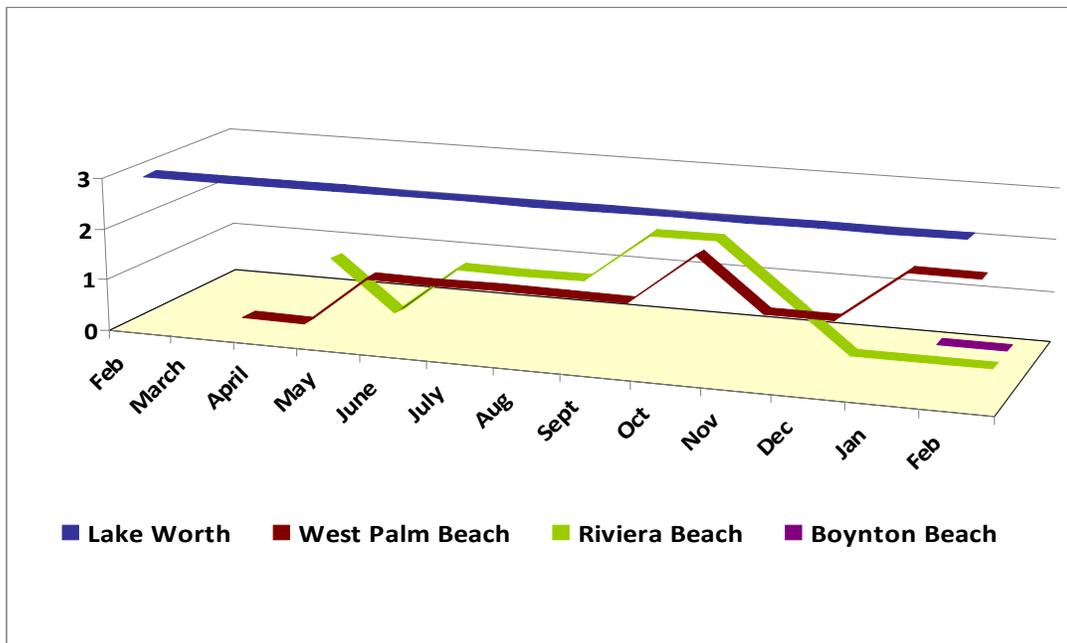


Chart 4 Number of Education Programs Offered by Site (2007-08)



Charts 5, 6, and 7 display the data for employment programming by site. Chart 5 presents the total number of youth served in employment programs, Chart 6 presents the number of hours of employment programming or services offered by site, and Chart 7 presents the number of employment programs at each site.

Chart 5 Youth Served in Employment Programs by Site (2007-08)

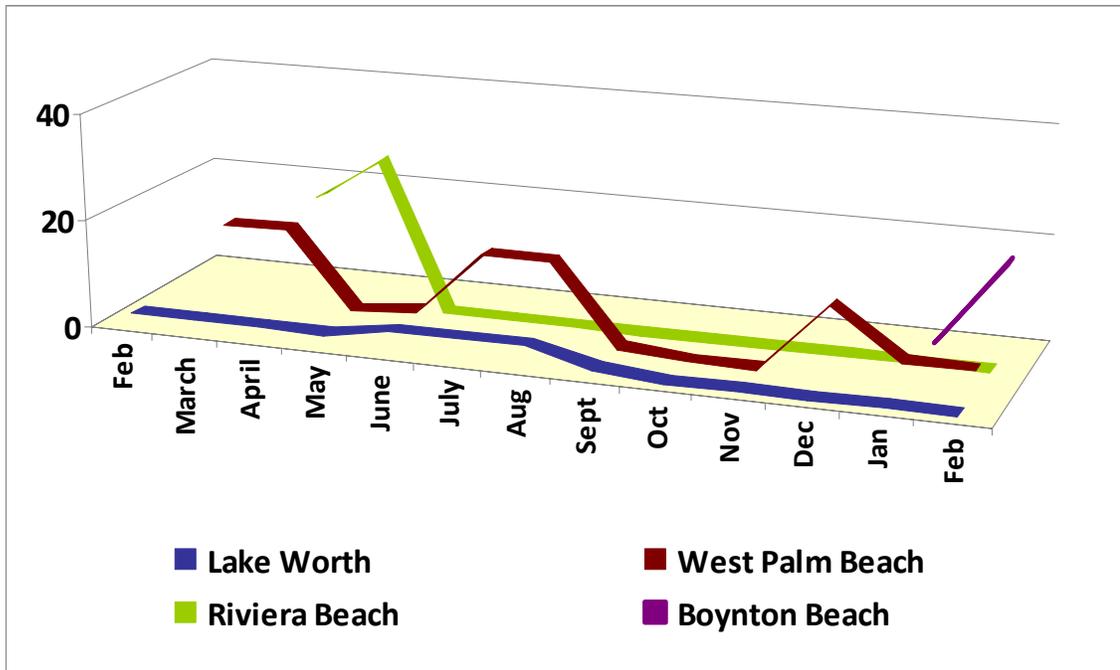


Chart 6 Number of Hours of Employment Programming by Site (2007-08)

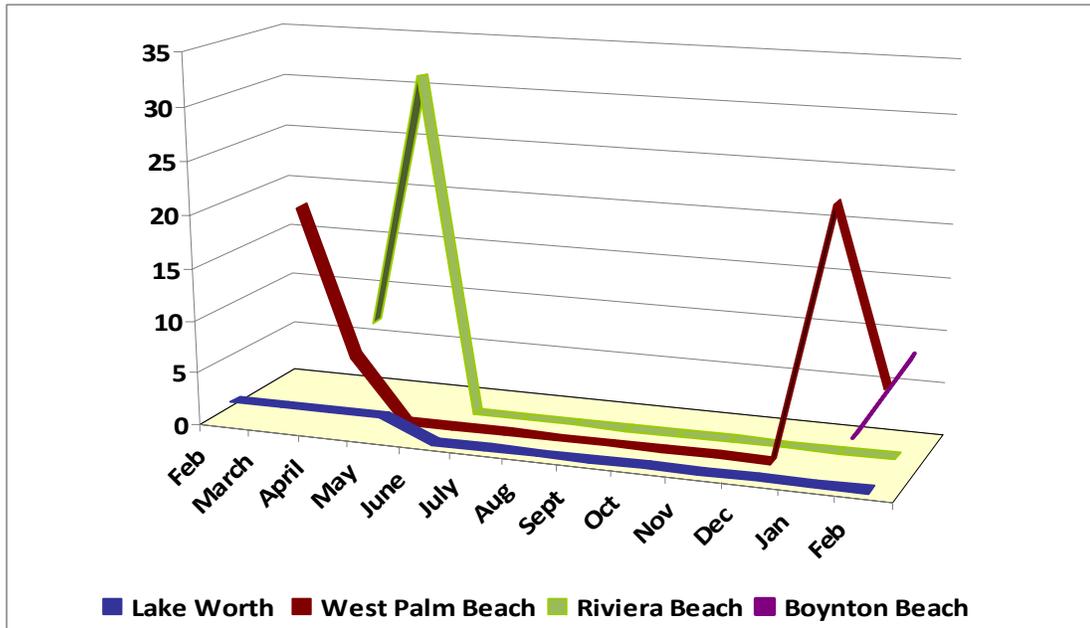
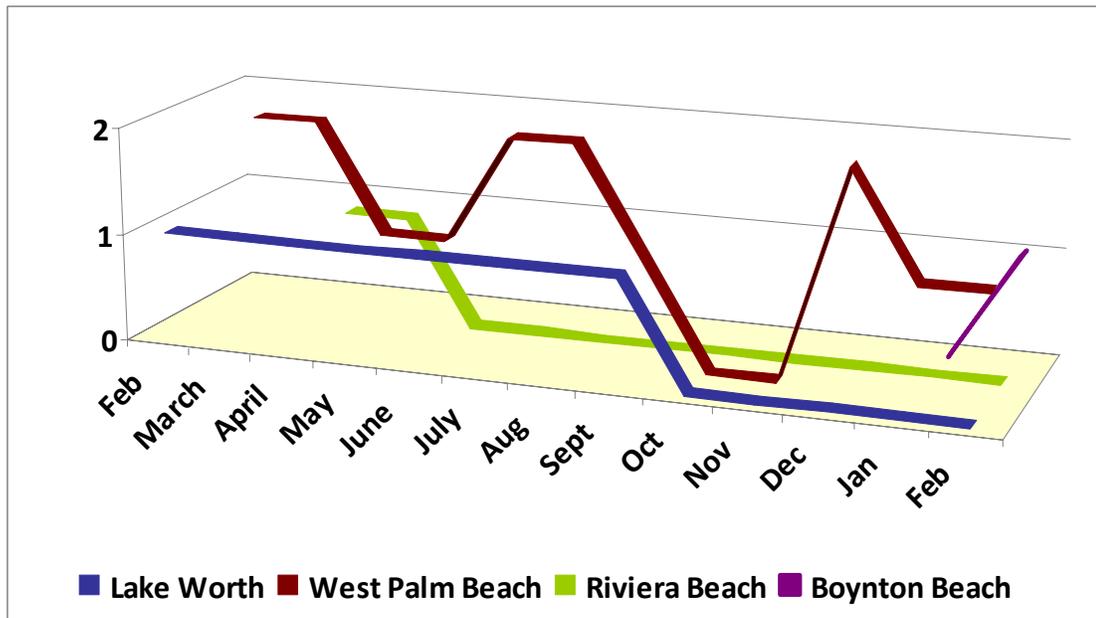


Chart 7 Number of Employment Programs Offered by Site (2007-08)



Charts 8, 9, and 10 display the data for life skills programming by site. Chart 8 presents the total number of youth served in life skills programs, Chart 9 presents the number of hours of life skills programming offered by site, and Chart 10 presents the number of life skills programs at each site. In some instances, decreases in the “number of youth served” or “programs offered” may reflect inaccuracies in monthly reporting rather than actual drops in the number of youth served or programs offered.

Chart 8 Number of Youth Served in Life Skills Programs by Site (2007-08)

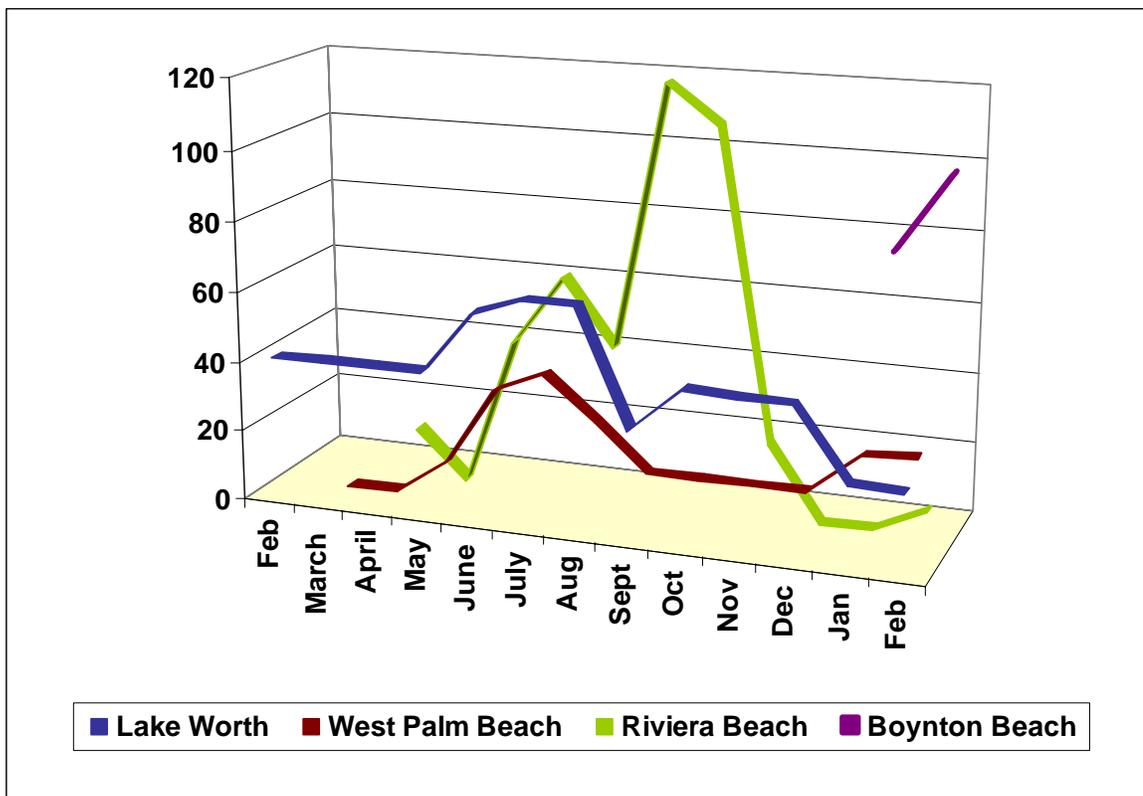


Chart 9 Number of Hours of Life Skills Programming by Site (2007-08)

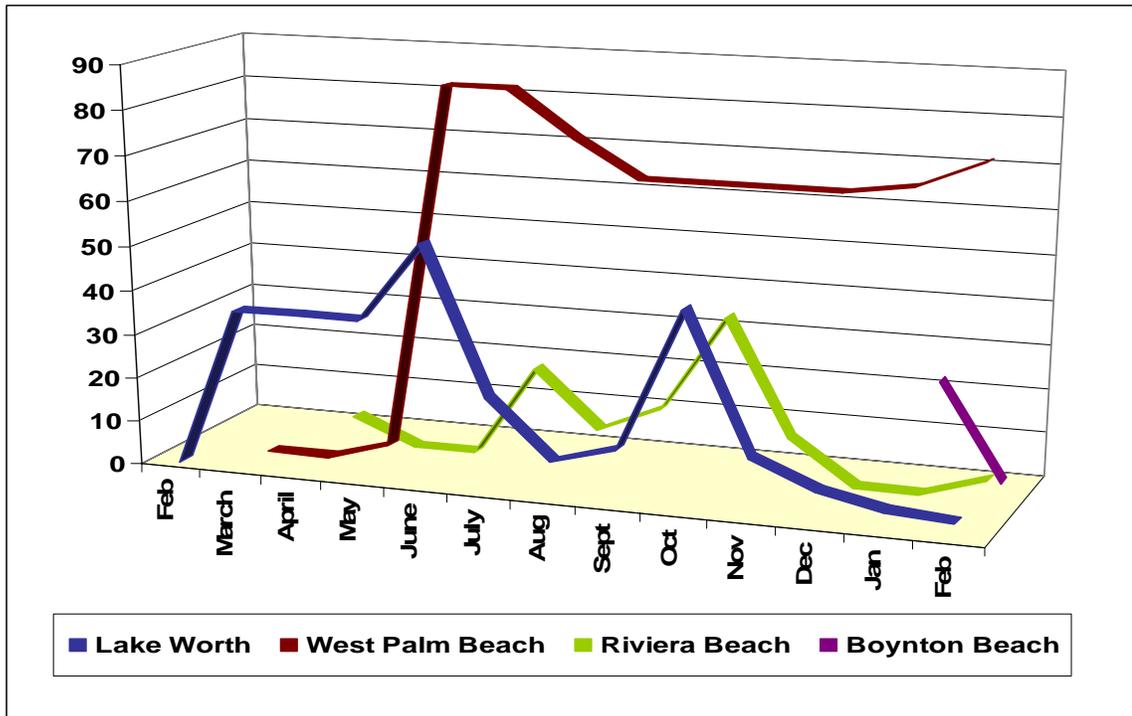
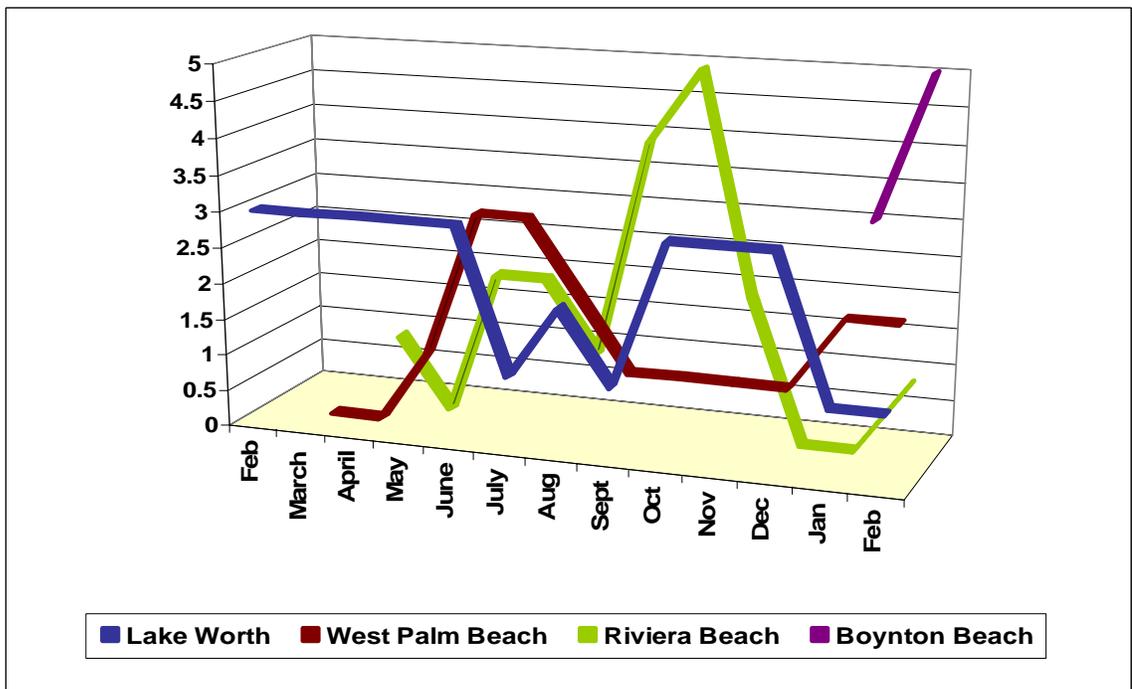


Chart 10 Number of Life Skills Programs Offered by Site (2007-08)



Charts 11, 12, and 13 display the data for recreation programs by site. Chart 11 presents the total number of youth served in recreation programs, Chart 12 presents the number of hours of recreation activities offered by site, and Chart 13 presents the number of employment programs at each site.

Chart 11 Number of Youth Served in Recreation Programs by Site (2007-08)

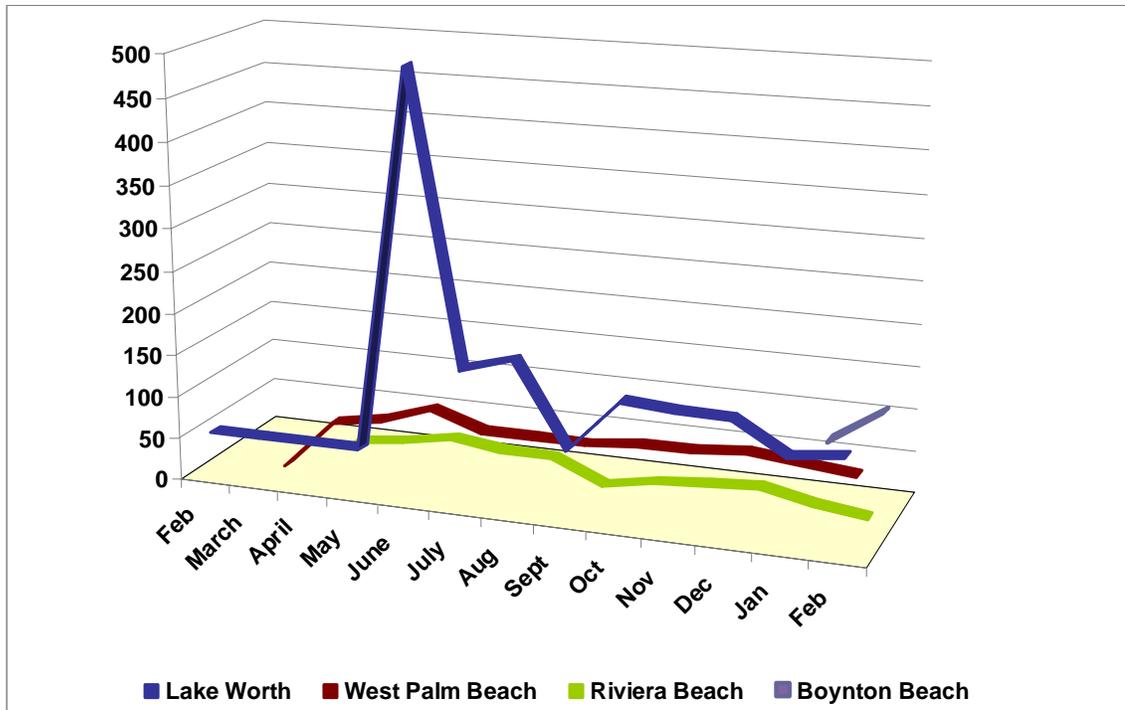


Chart 12 Number of Hours of Recreation Programs by Site (2007-08)

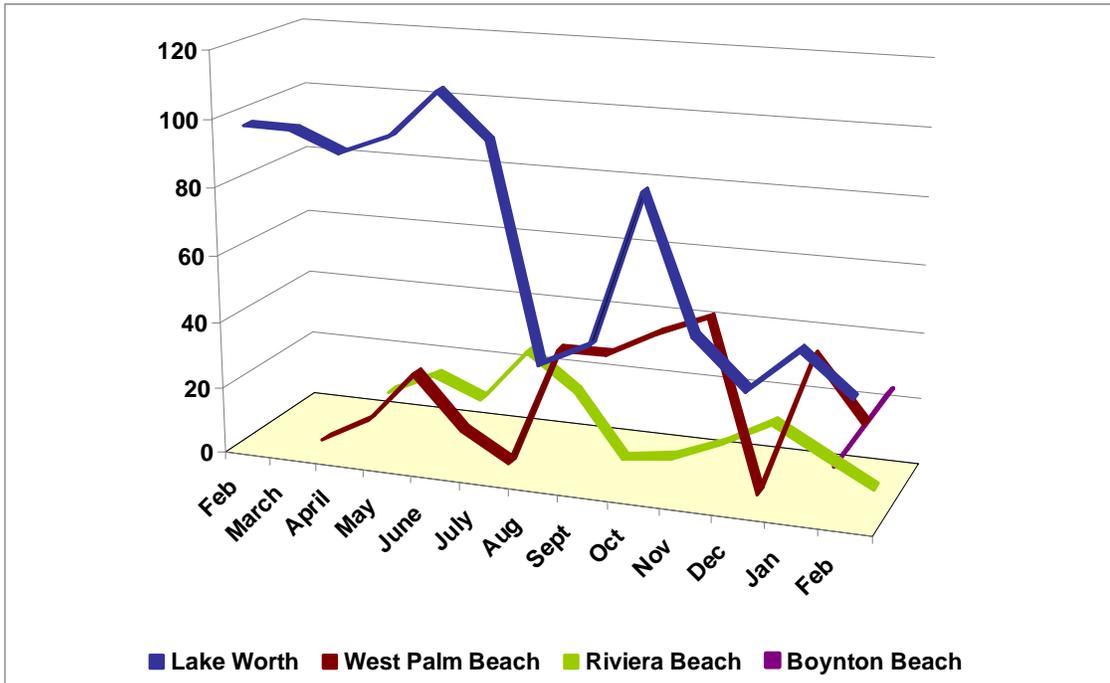
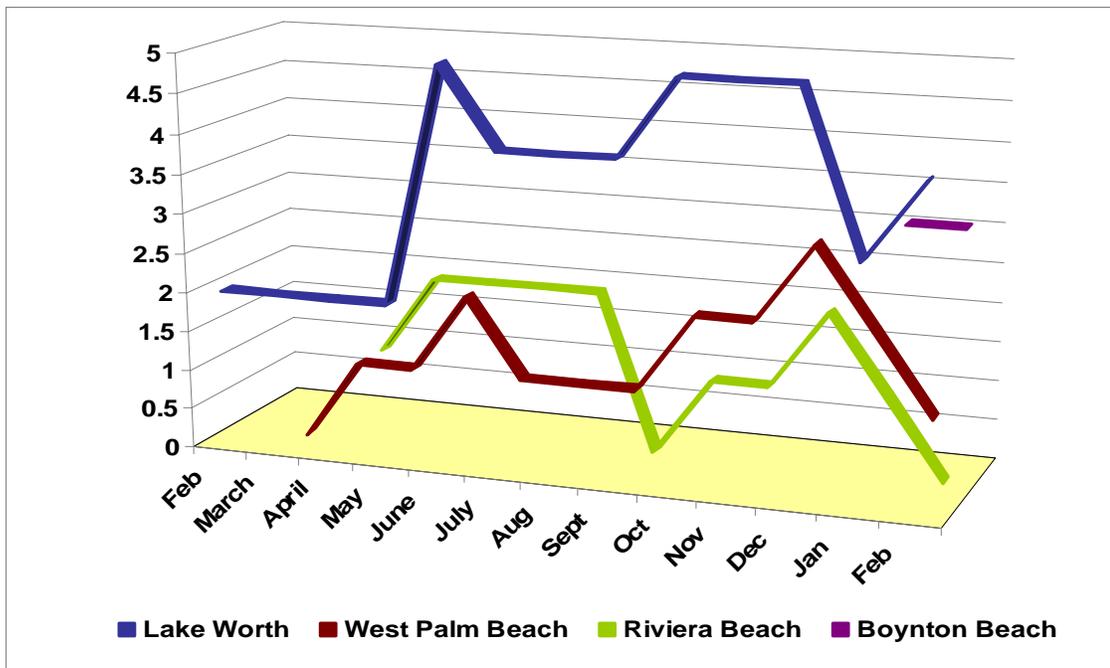


Chart 13 Number of Recreation Programs Offered by Site (2007-08)



5.3.2 Implementation Results: Law Enforcement

Law enforcement implementation data includes individual agency monthly reporting by law enforcement agencies from West Palm Beach, Riviera Beach, and Boynton Beach, and representatives from the PBSO, and the VCTF. Reporting categories include new equipment and equipment use, training, protocol development, initiatives/patrols, and community outreach. A *summary* of the law enforcement efforts is presented below:

- **Equipment utilized monthly**
 - Bullet Catcher and Brass Trax
 - Bait vehicle
 - License plate tag readers
- **Training: Protocols were developed through multi-agency efforts for all training initiatives**
 - Gun crime evidence collection training
 - CPTED Training
 - Gang Prosecution Techniques
 - Police Law Program
 - Stop and Frisk Training
 - First Gang Crisis Seminar
 - Shot Spotter Training
- **Initiatives/Patrols**
 - Gang injunctions
 - Saturation patrols
 - Juvenile sweeps
 - Operation Gang Busters
 - Multi-agency Gang RICO Squad
 - Special details
- **Community Outreach**
 - Citizens Police Academy
 - Gang Task Force public meeting
 - Police Explorers
 - YEC Community program involvement

The Palm Beach Sheriff's Office (including the VCTF); Bureau of Alcohol, Tobacco, and Firearms (ATF); Boynton Beach Law Enforcement; West Palm Beach Law Enforcement; and Riviera Beach Police Department implemented monthly tracking of collaborative crime reduction initiatives. These agencies developed shared protocols for the use of targeted resources (e.g., BrassTrax, Bullet Catchers, training curriculum). All agencies increased their utilization of these criminal investigative tools/resources over the course of 2007.

Implementation Results: Law Enforcement - Violent Crimes Task Force (VCTF)

The Palm Beach County Violent Crimes Task Force (VCTF) was established to assist Palm Beach County Law Enforcement agencies in investigating and reducing violent crimes countywide. Types of crimes focused on by the VCTF include home invasion robberies, robberies resulting in serious injury, carjacking, homicide that is not domestic related, gang-related homicide, aggravated battery and/or related crimes, drive-by-shootings as well as any case deemed necessary by the VCTF Executive Board. The VCTF Executive Board was established from representatives of participating agencies. If a crime meets the VCTF criteria, a Palm Beach County Law Enforcement agency may request the assistance of the VCTF through the VCTF Captain or PBSO Communications Division Supervisor. Once the necessary information is collected by the Captain, contact is made with the on-call VCTF supervisor and squad for activation.

Upon arrival of the crime scene, a detailed briefing occurs between the requesting agency and Task Force members; subsequently, the VCTF Supervisor will assign a Lead Detective for the investigation. Resources available to assist the VCTF during investigation include the PBSO Gang Unit, Palm Beach County Auto Theft Task Force, PBSO Robbery Unit, PBSO Tactical Unit, and the PBSO Homicide Unit, creating the potential availability of an additional 80 personnel. The VCTF Crime Scene Unit is notified once a case has been activated and provides assistance with the collection of evidence and other necessary crime scene assistance. A crime lab, the PBSO Incident Command Unit (ICU), and analysts are also available for use with VCTF investigations when needed.

All cases adopted by the VCTF are assigned a PBSO case number. Additionally, any VCTF members assigned from outside agencies are assigned a VCTF Radio ID from PBSO and the radio list is provided to all participating agencies. ASA Greg Kridos is the designated Chief Prosecutor for all VCTF-adopted cases. Investigators and additional attorneys are available for support. Additionally, the ATF, ICE, FBI, and the US Marshals have committed personnel and resources to the Task Force. Weekly reports are compiled by the VCTF Captain outlining all Task Force activities and are electronically mailed to the

Police Chiefs of the participating agencies. Table 16 presents victim and case data for VCTF cases tracked throughout 2007.

This data includes information on 106 cases. Some of the categories may contain missing data (e.g., race and gender). The offense type is presented in seven categories with the majority of the cases falling into homicide (27%) and "other serious violent" (42%). The offense categories of "robbery" and "drugs" each accounted for 9 percent of the cases. The majority of the victims were relatively young—27 percent were between the ages of 20 and 24 and 20 percent were between 15 and 19 years of age. The city where the highest frequency of offenses occurred is Riviera Beach (27% of the offense locations). Moreover, Riviera Beach was the referring agency on 26 percent of the incidents/cases which was the highest frequency for referrals to the VCTF. An additional 26% of referrals were through the Palm Beach Sheriff's Office (PBSO), which serves 13 districts within Palm Beach County including West Palm Beach, Mangonia Park, Belle Glade, Royal Palm Beach and Delray Beach.

Table 16 VCTF: Victim and Case Data

Race of Victim			Age of Victims		
	n	%		n	%
White	19	19%	<14 years	3	3%
Black	62	61%	15-19 years	18	20%
Hispanic	20	20%	20-24 years	24	27%
Gender of Victim			25-29 years	14	16%
Male	88	87%	30-34 years	7	8%
Female	13	13%	35-39 years	1	1%
Types of Crimes			40-49 years	11	12%
Homicide	29	27%	50-59 years	8	9%
Robbery	10	9%	60 or older	3	3%
Other Serious Violent	44	42%	Case Disposition		
Weapons	2	2%	Arrest	42	40%
Drugs	10	9%	Closed	17	16%
Property	1	1%	Pending	9	8%
Other	10	9%	Open	38	36%
Location of Incident			Referring Agency/Jurisdiction		
City	n	%	Agency / Jurisdiction	n	%
Belle Glade	18	17%	Belle Glade	18	18%
Boca Raton	1	1%	FHP	1	1%
Delray Beach	2	2%	Greenacres	2	2%
Greenacres	2	2%	Lake Worth	6	6%
Lake Worth	10	9%	Lantana	1	1%
Lantana	2	2%	Pahokee	7	7%
Mangonia Park	3	3%	PBSO – Central	12	11%
Pahokee	7	7%	PBSO – North	13	12%
Palm Beach Gardens	3	3%	PBSO – South	3	3%
Palm Springs	5	5%	PBSO - West	1	1%
Riviera Beach	29	27%	Palm Beach Gardens	1	1%
Royal Palm Beach	1	1%	Palm Springs	4	4%
South Bay	7	7%	Riviera Beach	28	26%
West Palm Beach	16	15%	South Bay	6	6%
			West Palm Beach	3	3%

Law Enforcement Implementation Results: Boynton Beach

Boynton Beach has one full time detective assigned to the Violent Crimes Task Force (VCTF), one full time detective assigned to the multi-agency gang task force and one part time detective on special investigations. Boynton Beach also participates in the Law Enforcement Workgroup Committee of the CJC Youth Violence Prevention Project, which focuses on finding innovative ways to address youth violence through the use of technology, training and collaboration between agencies. Boynton Beach law enforcement provides SWAT support to the gang task force operations as needed. Boynton Beach law enforcement has a Community Action Team (CAT) that strives to prevent gang related violence by using community policing techniques to establish communication with neighborhood leaders in areas where gang members live and congregate. Community outreach and collaboration programs include the Citizens Police Academy, the JFO program, a networking event for neighborhood leaders, the Shop with a Cop program, the Bike Rodeo and the PBSO Saturation Patrol Gang Task Force Meeting for the public. Refer to Table 19 for the monthly reporting of this site's LEWG activities.

Law Enforcement Implementation Results: Lake Worth

Lake Worth dedicates one full time detective assigned to the multi-agency gang task force. This task force is involved in investigations aimed at dismantling gangs at all levels through state and federal prosecution and utilization of the Immigration and Customs Enforcement task force. Lake Worth also has a Street Team, a five person unit that conducts special operations such as patrolling and visiting homes suspected of being involved in criminal activity, targeting with probation officers and conducting searches. Lake Worth also has one full time officer assigned to Lake Worth Middle School who conducts anti-violence classes. Lake Worth does not participate in the CJC's Law Enforcement Workgroup (LEWG) committee nor report monthly YVPP data.

Law Enforcement Implementation Results: Riviera Beach

Riviera Beach has an officer assigned to the Youth Empowerment Center. The officer's involvement includes community outreach in the form of attendance of neighborhood watch groups, youth empowerment program meetings, attendance of citizen police academy sessions and graduations, making contact with problem youth in his assigned area, visiting local schools to discuss the Youth Police Explorer program and

attendance of special events such as youth Christmas programs, teen splash parties, the television production show on the Youth Empowerment Center and resource fairs. Riviera Beach also participates in the Law Enforcement Workgroup Committee of the CJC Youth Violence Prevention Project, which focuses on finding innovative ways to address youth violence through the use of technology, training and collaboration between agencies.

Equipment used by Riviera Beach include vehicles equipped with license plate screening systems, Bullet Catchers, as well as cameras which are being used to collect information on drug dealers and gang issues such as shootings and fights. To combat gang activity throughout the city, a gang database has been purchased and is also currently in use. Patrols and initiatives for Riviera Beach include juvenile sweeps and the establishment of the Youth Police Explorer Program. Trainings include a two day Crime Prevention through Environmental Design (C.P.T.E.D.) training for the Youth Empowerment Center, gang awareness back-to-school seminar and a Youth Empowerment Consortium program. Refer to Table 18 for the monthly reporting of this site's LEWG activities.

Law Enforcement Implementation Results: West Palm Beach

West Palm Beach has one full time detective assigned to the Violent Crimes Task Force (VCTF) unit and one full time detective assigned to the Federal (FBI) Task Force. The VCTF seeks to reduce violent crime rates county-wide, while the FBI Safe Streets Task Force seeks to reduce gang-related violent crime and drug trafficking at the local/street level through the identification and physical arrest of gang members involved in violence and drug sales. West Palm Beach also participates in the Law Enforcement Committee of the CJC Youth Violence Prevention Project, which focuses on finding innovative ways to address youth violence through the use of technology, training and collaboration between agencies. Also currently active in West Palm Beach is a Gang Injunction Program in which one full time agent works with a crime analyst and street-level enforcement team to reduce gang activity and related crimes.

Equipment used by West Palm Beach law enforcement includes tag readers, which are utilized by patrol units on a rotating basis in high crime areas and ballistics testing equipment (Bullet Catchers and the BrassTrax system). Bullet Catchers and the BrassTRAX system were purchased to expedite the identification of gun shells and projectiles. Due to the increase in firearms-related evidence submitted to the crime lab, the average turn around time for results on these NIBIN entry cases is approximately 10 months. The BrassTrax program allows local law enforcement to test fire their evidence firearms and enter images of the test fired cartridge cases directly into the NIBIN database. This can

significantly reduce the turn around time for analysis and results by days—in some instances it only takes hours. West Palm Beach also utilizes bait vehicles. Other initiatives that West Palm Beach law enforcement is involved in include collaborating on training for evidence collection (crime weapons/guns), developing related weapons evidence protocols, and the revision and distribution of auto-theft notices. Collaborations include a prisoner re-entry program provided in conjunction with Goodwill Industries. Refer to Table 17 for the monthly reporting of this site's LEWG activities.

Tables 17, 18, and 19 on the following pages, present the monthly reporting of law enforcement activities for West Palm Beach, Riviera Beach, and Boynton Beach. Lake Worth was not represented on the LEWG and, therefore, did not submit monthly reporting of their LEWG activities. Table 20 presents the data from the Violent Crimes Task Force monthly reporting.

Table 17 West Palm Beach Law Enforcement Work Group Implementation Results

West Palm Beach: LEWG Monthly Reporting					
	Aug	Sept	Nov	Dec	Jan
New Equipment	2 Tag Readers	2 Tag Readers			
Equipment Use	Bullet Catchers – 25 firearms fired	Bullet Catchers – 20 firearms fired BrassTrax installed	Bullet Catchers – 18 firearms fired BrassTrax installed Bait Vehicle – deployed 3 times, with no thefts 2 Tag Readers utilized by Patrol units	Bullet Catchers – 20 firearms fired BrassTrax – in house repair Bait Vehicle – deployed 3 times, with no thefts 2 Tag Readers utilized by Patrol units	Bullet Catchers – 20 firearms fired BrassTrax – training scheduled for Feb. Bait Vehicle – deployed 5 times, with 1 theft – 4 juveniles arrested 2 Tag Readers utilized by Patrol units
Professional Development / Protocol Development	Collection of crime guns & related crime guns evidence protocol 101 auto-theft notices distributed	Collection of crime guns & related crime guns evidence protocol	Collection of crime guns & related crime guns evidence protocol		Collection of crime guns & related crime guns evidence protocol – 2 classes taught
Initiative/Patrols	Gang injunction signed for September start	Gang injunction – 12 members served, 2 members still to be served	Gang injunction – All "Ace Click" members served	Gang injunction – "44 Live" gang targeted	Gang injunction – "44 Live" gang targeted
Trainings	Tag Reader training – 2 detectives	Tag Reader training – 2 detectives			
Staff Resources	1 detective assigned to VCTF 1 detective assigned to Federal Task Force	1 detective assigned to VCTF 1 detective assigned to Federal Task Force	1 detective assigned to VCTF 1 detective assigned to Federal Task Force	1 detective assigned to VCTF 1 detective assigned to Federal Task Force	1 detective assigned to VCTF 1 detective assigned to Federal Task Force
Prisoner Re-Entry	With Goodwill Industries – 5 prisoners	With Goodwill Industries – 7 prisoners			
Issues	Auto theft notices – problem with receiving irrelevant items. Form should be modified.	Auto theft notices – problem with receiving irrelevant items. Form should be modified.	Brass Trax not working Prisoner Re-Entry staffing issues. Funding vote by commission on 12/4. Auto theft notices – problem with receiving irrelevant items.	Auto theft notices – Form revised and forwarded to PBSO for input Prisoner Re-Entry – funding tabled until 2008	Auto Theft Notices – Form revised and sent to print Prisoner Re-Entry – funding tabled until 2008

Table 18 Riviera Beach Law Enforcement Work Group Implementation Results**Riviera Beach: LEWG Monthly Reporting**

	July	Aug	Sept	Oct	Nov	Dec
New Equipment					Vehicles equipped with license plate screening systems – waiting on computer server	Vehicles equipped with license plate screening systems – waiting on computer server
Equipment Use	Bullet Catcher – 32 shots fired	Bullet Catcher – 9 shots fired *	Bullet Catcher – 11 shots fired *	Bullet Catcher received Bullet Catcher – 14 shots fired	Cameras used to collect info on drugs dealers & gang issues Bullet Catcher – 13 shots fired	Cameras used to collect info on drugs dealers & gang issues Bullet Catcher – 20 shots fired
Initiative/Patrols	Special Details (extra officers assigned in the area) – 36	Special Details (extra officers assigned in the area) – 42 Youth Police Explorer Program set up Made contact with problem Youths in assigned area (total = 15)	Special Details (extra officers assigned in the area) – 41 Made contact with the problem youths in assigned area (total = 50)	Special Details (extra officers assigned in the area) – 73 Juvenile Sweep with 15 police officers, 10 parole and probation officers (total juvenile contacts = 250) Made contact with the problem youths in assigned area (total = 50)	Special Details (extra officers assigned in the area) – 43 2 misdemeanor arrests, 2 felony arrests Confiscated 20 crack cocaine rocks Confiscated 17 bags of marijuana 1 Felony Pursuit (Agg. Battery w/vehicle on PO) Made contact with the problem youths in assigned area (total = 60)	Special Details (extra officers assigned in the area) – 52 Made contact with the problem youths in assigned area (total = 45)
Trainings		Youth Empowerment Gang Awareness Back to School Seminar Youth Empowerment First Gang Crisis Seminar		Two day C.P.T.E.D. Training for The Youth Empowerment Program		
Staff Resources	Youth Empowerment Summer Program (Officer Jacobs = 160 hours)	Youth Empowerment Program (Officer Jacobs = 120 hours)	Youth Empowerment Program (Officer Jacobs = 60 hours)	Youth Empowerment Program (Officer Jacobs = 69 hours)	Youth Empowerment Program (Officer Jacobs = 84 hours)	Youth Empowerment Program (Officer Jacobs = 84 hours)

Table 18 Riviera Beach Law Enforcement Work Group Implementation Results Cont.**Riviera Beach: LEWG Monthly Reporting Continued**

	July	Aug	Sept	Oct	Nov	Dec
Community Outreach	Formed 3 new neighborhood watch groups	Attended 4 old neighborhood watch groups	Attended 4 existing neighborhood watch groups	Attended 3 existing neighborhood watch groups	Attended 4 neighborhood watch groups	Attended 6 neighborhood watch groups
	Attended 4 existing neighborhood watch groups	Attended 5 youth empowerment program meetings	Attended 4 Youth Empowerment Program meetings	Attended 4 Youth Empowerment Program meetings	Attended 4 Youth Empowerment Program meetings	Attended 4 Youth Empowerment Program meetings
	Attended 4 youth empowerment program meetings	Attended 1 youth empowerment program teen splash party	1 Television Show Production on The Youth Empowerment Program		Attended 3 Citizen Police Academy Sessions and 1 Citizen Police Academy Graduation	Attended 3 youth Christmas programs
	Attended 1 youth empowerment program teen splash party	Attended 1 Youth Empowerment Consortium program	Visited the schools in his assigned area to check on youths and to talk about the Youth Police Explorers Program			Attended 1 Citizen Police Academy Graduation
	Attended 1 youth resource fair					

Note: * = Using another site's equipment

Table 19 Boynton Beach Law Enforcement Work Group Implementation Results

Boynton Beach LEWG Monthly Reporting		
	September 2007 – December 2007 *	January
New Equipment	Bullet Catchers received in October	
Equipment Use		Bullet Catcher - not utilized Brass Trax - no submissions
Initiative/Patrols	Search warrants (Sep-Dec '07) - 16 PBSO Saturation Patrol - Gang Task Force Meeting for public (4 officers)	
Trainings		Compiling Policy Training bulletin Scheduling in house Line up Training
Community Outreach	Citizens Police Academy - 50 participants JFO Program - Neighborhood Leaders Networking Event (50 offenders) Shop with a cop (Wal-Mart) - 50 kids Bike Rodeo - 150 kids	

Note: * = Site submitted a single report for four months of activities.

Table 20 Violent Crimes Task Force Implementation Results

VCTF Monthly Reporting							
	Aug	Sep	Oct	Nov	Dec	Jan	Feb
New Equipment	Spectrometry System Shot Spotter technology						
Equipment Use				Bullet Catcher Homicide arrest Bus stop poster			
Initiative/Patrols		VCTF Cases: Open Cases - 3 Arrests - 3 Cleared - 2 Operation Gangbusters - 21 arrests	VCTF Cases: Open Cases - 3 Arrests - 3 Cleared - 0 Countywide arrests = 15	VCTF Cases: Open Cases - 5 Arrests - 3 Cleared - 0 Countywide arrests = 14	VCTF Cases: Open Cases - 6 Arrests - 3 Cleared - 3 Countywide arrests = 30	VCTF Cases: Open Cases - 9 Arrests - 6 Cleared - 3 Countywide arrests = 52	VCTF Cases: Open Cases - 5 Arrests - 2 Cleared - 2 Countywide arrests = 41
Professional Development / Protocol Development			Auto theft notices - pending			Auto theft notices - pending	Auto theft notices - pending
Trainings			License Plate ID/Screenings - On going training Stop and Frisk training Evidence collection training Gun crime protocol training	License Plate ID/Screenings - On going training	License Plate ID/Screenings - On going training		

Summary Law Enforcement Implementation Results: Programs and Services Delivered

Overall, the information, data, and tables presented in this section reveal a substantial level of law enforcement activity related to the YVPP. Also notable is the increased collaboration between law enforcement agencies, the PBSO, the State Attorney's Office, and the Office of the Statewide Prosecutor.

Specifically, increased collaboration and equipment sharing amongst law enforcement agencies county-wide (and through the establishment of the multi-agency task force in particular) led to a 61% arrest (closed case) rate of VCTF referred cases. Further, through the collaborative efforts of agencies participating in the LEWG, training protocols were developed for large scale county-wide training. These protocols have been integrated into training procedures across many LE agencies with Palm Beach County.

5.3.3 Implementation Results: Courts

The courts component consists of the Office of the Statewide Prosecutor, the State Attorney's Office (SAO), and youth and juvenile courts systems. The SAO received financial resources to fund two dedicated prosecutors: one for gang-related cases and one for youth violence cases. These additional resources directly targeted the prosecution of violent offenders in the designated sites as well as county-wide. As part of this initiative, the SAO developed a protocol for internal, systematic tracking of gang-related violent crime prosecutions utilizing the existing STAC system. Survey and interview data indicate that the SAO recommends that this system become a more fully integrated, centrally-based intelligence system for data collection and documentation of gang-related activity from all law enforcement and prosecution agencies. The development of a protocol for the utilization of the LEX system was initiated and may lead to shared access of the tracking database by law enforcement and courts stakeholders.

Monthly data reporting indicates an increased and consistent level of collaborative efforts between the SAO, the Statewide Prosecutor, law enforcement agencies, and the Violent Crimes Task Force (VCTF). In addition, the SAO and the Statewide Prosecutor were active in the development and implementation of county-wide violent and gang-related crime prosecution protocols and training initiatives.

Table 21 presents summary data (demographic, offense, and charges) for the gang-related and youth violence cases that were tracked by the SAO during 2007. This tracking

system was not systematically utilized prior to this initiative. Forty-five percent of these cases received a conviction and forty-two percent of these cases remained pending at the time the data was submitted. Approximately 2 percent of the offender population of gang and youth violence cases (21 offenders) tracked by the SA office were charged with murder or manslaughter. Sixteen percent of these cases were charged with robbery and 23 percent were charged with other violent offenses. Fifteen percent of these offenders were charged with a weapons violation.

Table 21 State Attorney Combat Unit: Offender Case Data

Race	n	%		Age of Offender	n	%
White	252	27%		<14 years	13	1%
Black	667	73%		15-19 years	265	29%
Gender	n	%		20-24 years	346	38%
Male	842	92%		25-29 years	179	19%
Female	77	8%		30-34 years	58	6%
Case Disposition	n	%		35-39 years	23	3%
Conviction	414	45%		40-49 years	27	3%
Not Guilty/ Dismissed	91	10%		50-59 years	8	1%
Pending	382	42%		Total	919	100%
Other	32	3%				
Number of Offenders Charged with Each Offense Category*				Total Number of Charges by Offense Category		
Offense Type	n	%		Offense Type	n	%
Murder/Manslaughter	21	2%		Murder/Manslaughter	33	2%
Sexual/Rape	5	1%		Sexual/Rape	25	1%
Robbery	150	16%		Robbery	192	11%
Other Violent	215	23%		Other Violent	295	16%
Weapons	137	15%		Weapons	196	11%
Burglary	99	11%		Burglary	127	7%
Drugs	368	40%		Drugs	523	29%
Other Property	117	13%		Other Property	135	8%
Other	187	20%		Other	263	15%
		*		Total Number of Charges	1789	100%

Note: * = This is *not* an unduplicated count. An offender may have multiple charges.

The 919 cases accounted for 1789 charges—meaning that a portion of the offenders received multiple charges. Therefore, the figures presented in the bottom left section of the table are *not* an *unduplicated* count of offenders charged with each type of offense. The bottom right section of the table presents the total number of charges by each offense category. For example, drug charges accounted for 29 percent of the total number of charges (523 out of 1789 total charges) and 40% of the cases involved drug charges (368

out of 919). Murder/manslaughter, sex offenses, robbery or other violent offenses accounted for almost 31 percent of all charges. This data included Operation Gang Buster (OGB) cases; however, the OGB cases that were determined to be nonviolent in nature (as determined by the charge) were eliminated from the data in this table (49 cases total). A finding that is consistent with the previous FSU study of violence in Palm Beach County is the concentration of offenders in the age groupings 15 to 19 years and 20 to 24 years. The combined range of 15 to 24 years of age accounts for 67% of the offenders in cases tracked through the SAO Combat Unit's Youth Violent Prevention and Gang prosecutions tracking system. This tracking system also collects data on the location of arrest and offense location; however, this information was not collected until the second half of the year.

The monthly reporting of the SAO case tracking system is displayed in Table 22. September is the first month of reported data for tracking youth violence and gang-related cases. This table also reports the various training workshops developed and presented by the SAO. In addition, collaborative efforts between the Office of the Statewide Prosecutor and the SAO are presented after Table 22.

Table 22 Courts Implementation Results: Programs and Services Delivered

State Attorney Monthly Reporting						
	Sep	Oct	Nov	Dec	Jan	Feb
Initiative/Patrols	<u>New Cases:</u> GANG: 7 (Total) (Includes. 3 WPB) YVP: 76 (Total) (Incls. 12 WPB) WPB: 60 (Incls. 3 Gang/12 YVP cases) RB: 25	<u>New Cases:</u> GANG: 3 YVP: 79 (Total) (Incls. 12 WPB) WPB: 47 (Incls. 12 YVP cases) RB: 28	<u>New Cases:</u> GANG: 9 YVP: 64 (Total) (Incls. 3 WPB) WPB: 165 (Incls. 3 YVP cases) RB: 19	<u>New Cases:</u> GANG: 28 YVP: 134 WPB: 27 RB: 25	<u>New Cases:</u> GANG: 65 FILED (9 of which are YVP cases) YVP: 55 WPB: 53 RB: 24	<u>New Cases:</u> GANG: 35 FILED YVP: 77 (12 WPB, 8 RB) WPB: 77 Filed (12 YVP) / 17 Not Filed RB: 20 Filed (8 YVP) / 1 Not Filed
Trainings		Training - ASA Greg Schiller Riviera Beach PD	Training - ASA Greg Schiller Riviera Beach PD	Training - ASA Greg Schiller Riviera Beach PD	Training - ASA Greg Schiller Riviera Beach PD	Training - ASA Greg Schiller Riviera Beach PD

Collaborative efforts between the SAO and the Office of the Statewide Prosecutor include the following activities:

- Search warrant(s) for SUR 13
- 10 RICO indictments (SUR 13)
- Recovery of weapon found to be used in three separate shootings (coordination with LEWG)
- First meeting of the multi-agency gang RICO squad with PBSO and FDLE
- Three-day meeting of a grand jury to investigate gang activity
- Training on gang prosecution techniques
- Police Law program (delivered multiple times)
- Stop and Frisk training (delivered multiple times)

Summary Courts Implementation Results: Programs and Services Delivered

While many violence reduction efforts across the U.S. have experienced poor experiences with multi-agency collaboration, there is definitive evidence of effective collaboration in Palm Beach County across the SAO, statewide prosecutor, law enforcement agencies, and the VCTF. In addition, critical training programs have been developed by the dedicated prosecutors and the Statewide Prosecutor in the areas of gun crime evidence collection, crime prevention through environmental design, shot spotter, and gang crisis. Monthly reporting documented the effective sharing of resources (personnel, equipment, training, and data) across agencies. However, the involvement of youth court and juvenile court systems remains to be established.

5.3.4 Implementation Results: Corrections

The Corrections component (Justice Service Centers (JSC)) of the YVPP was implemented in only one site—Riviera Beach. Riviera Beach's JSC was established to serve juveniles or adults with a criminal history, recently released and/or on probation to provide community-based transitional assistance through educational, employment, re-entry assistance, and community collaborations (at no charge). The JSC provides services on-site and through referrals, and aims to empower those served by increasing levels of confidence and skills needed in re-entering society and reducing recidivism. Referrals can be made by law enforcement, probation officers, or through self-referrals. GED classes are offered through the education program. Employment programs include job coaching, employment counseling, workforce alliance programs, intake, and job placements. Re-entry assistance is offered through legal assistance; expunction/sealing of records; and help in obtaining driver's licenses, bus passes and birth certificates. Community collaboration programs include job fairs.

Riviera Beach's JSC provided the following services during year one of implementation (2007):

Services provided:

- Employment: average 3 types of services per month (e.g., job coach, vocational training, employment counseling)
 - Total Served: 224
- Education: GED assistance

- Total Served: 3
- Reentry: average 3 types of services per month (e.g., legal assistance, driver's license, bus pass)
 - Total Served: 129
- Collaborative Partnerships: ongoing participation in multiple job fairs
 - Total Served: 521
- Additional Community Outreach includes: Palm Beach Community College, various businesses, hosting Ex-Offender Consortia, and partnerships with the Department of Corrections and the Public Defender's Office.

The JSC demonstrated an increase in partnerships with and referrals to agencies providing re-entry services. In addition, there was an increase in on-site employment services through January 2008. A challenge identified through staff interviews and surveys is the loss of the primary employment services provider due to the ending of the grant cycle. Staff interviews and surveys indicate 100% agreement (agree or strongly agree) among JSC staff in the following areas: clarity of program mission, clarity of policies and procedures, satisfaction with the variety of programs offered, site location/space, the level of support from the governing agency, and level of collaborative partnerships. Additional staff/personnel training and additional resources were identified as "areas of need" to better serve the clients. Table 23 presents the monthly reporting for Riviera Beach's JSC.

Table 23 Riviera Beach's JSC: Clients served, number of hours of services, and number of programs (year one)

Riviera Beach JSC	Aug 07	Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08
Clients Served							
Education		1				1	1
Employment	12	26	25	50	28	35	48
Life Skills							
Housing placements							
Re-Entry Assistance	19	18	19	15	15	25	18
Community Outreach							
Collaboration/Partnerships		22			15	32	22
Number of Hours*							
Education							
Employment	1	MD	15	MD	MD	MD	MD
Life Skills							
Housing placements							
Re-Entry Assistance							
Community Outreach							
Collaboration/Partnerships		2			1		2
Number of Programs							
Education						1	1
Employment	2	2	4	4	3	3	2
Life Skills							
Housing placements							
Re-Entry Assistance	4	3	3	3	3	3	3
Community Outreach							
Collaboration/Partnerships		1			1	1	1

*Number of hours are reported for on site programs only. MD=missing data or inconsistent data reported by program.

Summary Corrections Implementation Results: Programs and Services Delivered

Protocols for client intake, needs assessments, and referrals to outside agencies were developed and utilized in order to track re-entry assistance needs in one program site, Riviera Beach. It has become apparent during 2007 that one of the four key components of the program model has been implemented in only one site (Riviera Beach's JSC). Therefore, the corrections component is currently operational in 20 percent of the targeted sites. Also, the JSC is not currently targeting youthful offenders (juveniles) in need of intervention or re-entry services.

5.4 Implementation Outcomes (Individual-level Data)

This section provides summary information on individual-level outcome measures for the prevention and corrections components of the YVPP. In addition, this section summarizes findings from surveys that were administered to program staff (YEC and JSC) and to the SAO and the VCTF members. Section 5.4.1 describes individual arrest histories of youth that were involved in the YEC prevention component. Section 5.4.2 describes pre- and post-test measures of self-determination in youth who assumed leadership roles in the YEC through participation on the youth councils. Section 5.4.3 describes individual arrest histories of clients receiving services from Riviera Beach's JSC (corrections component). Section 5.4.4 presents summaries of self-report surveys administered to YEC and JSC program staff, and surveys administered to VCTF representatives and the State Attorney's Office.

5.4.1 Implementation Outcomes: Prevention – Arrest Histories

The Youth Empowerment Centers served 2,424 youth (*not* unduplicated count) in structured programs. The name and date of birth was used to match these records with FDLE computerized criminal history records to identify YEC youth who may have arrest histories. An approximate unduplicated count of YEC youth is 500 (served in structured programs). This is not an exact count due to missing dates of birth, missing names on reports, misspelled names, and other issues related to incomplete or missing data. The findings reported in this section include the number of youth with arrest histories, the number of youth with arrests prior to the onset of their involvement in the YEC, and the number of youth with arrests that occurred subsequent to the first month of their involvement with the YEC. Preliminary results indicate that 15 YEC youth had arrest

histories at the following points in time:

- 14 youth were arrested prior to involvement with the YEC
 - 7 of the 14 youth were NOT subsequently arrested after involvement in the YEC
 - 7 of the 14 youth were arrested after their initial month of involvement with the YEC
- 1 youth was arrested after involvement with the YEC (but not before)

The YEC was established as a prevention component. The impact of prevention strategies can not be appropriately assessed within a short duration from the onset of implementation. Prevention outcomes typically occur over a longer duration, often over the course of a few years. Also, not all goals and objectives of the prevention component were implemented by all sites during Year One. Due to limitations with the data and the fact that youths' participation was sporadic during the initial year of implementation, it would be premature to attempt to accurately identify a recidivism rate for the YEC youth. Years two and three will yield more comprehensive data with regards to individual-level involvement in criminal activity.

5.4.2 Implementation Outcomes: Prevention – Self-Determination Skills

In addition to examining criminal histories for individuals involved in the YECs, assessments were made of youth to determine personal growth and development during their involvement in the YECs' youth councils.

Self-determination/empowerment measures were assessed for each youth council member utilizing the ARC Self Determination Scale (Wehmeyer & Kelchner, 1995). Pre- and post-test measures were administered to assess the subdomains of self determination: level of autonomy, self-regulation, psychological empowerment, and problem solving and goal setting skills. The pre-test was administered during their initial month of participation on the youth councils and a post-test was administered between ten and twelve months subsequent to the pre-test.

The test was designed to be a tool to enable students to:

- become more self-determined by enabling them to evaluate their beliefs about themselves and their self-determination,
- work collaboratively with educators and others to identify individual areas of strength and limitations related to self-determination goals and objectives, and

- self-assess progress in self-determination over time.

This instrument was used to assess youths' self-reported level of self determination including psychological empowerment which is one of the stated goals of the YECs. YECs strive to facilitate and develop psychological empowerment and self regulation of behavior of youth who participate in the programs. Self determination skill has been linked to positive education and post-school outcomes for youth of varying abilities and risk factors (Test, et al, 2004; Vallerand, et al., 1997). Overall, each of the three youth councils made statistically significant gains in their self-determination skills ($p < .05$). Chart 14 presents the results of the ARC Self Determination Scale. Table 24 presents demographic information about each youth council. The number of youth council participants reflected in Table 23 include only council members active at both the beginning and the end of year one implementation. Youth council membership numbers are generally higher across sites than reflected here as some turnover occurred in governing membership. Boynton Beach's YEC's Youth Council is not included in this analysis because it was not operational until year one was coming to an end.

**Chart 14 ARC Self Determination Scale for Youth Council Governing Members
(raw score)**

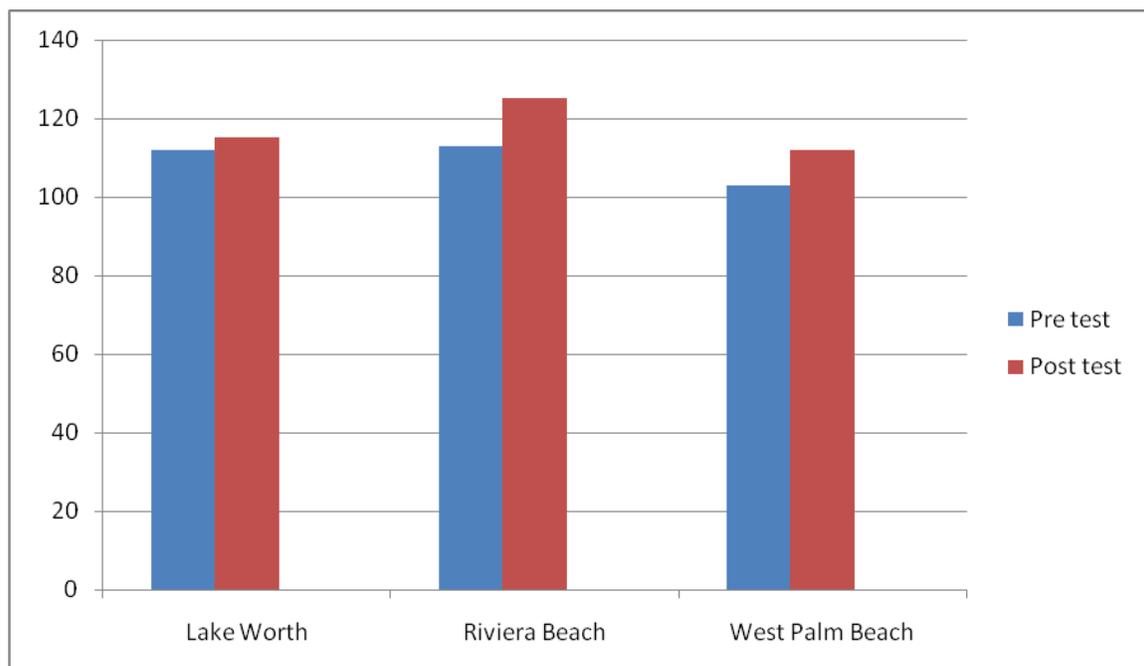


Table 24 Youth Council ARC Self Determination Results and Council Demographics

Site	N	Mean Age	% Retained	Pre-test Mean	Post-test Mean
Lake Worth	12	14.5	68%	111.8	114.8
Riviera Beach	5	16.8	42%	113.0	124.8
West Palm Beach	16	15.2	80%	102.6	112.0

5.4.3 Implementation Outcomes: Corrections – Arrest Histories

The Justice Service Center served approximately 447 clients (*not* an unduplicated count). The name and date of birth were used to match these records with FDLE computerized criminal history records to determine whether JSC clients had arrest histories that occurred after the onset of involvement with the JSC. As a reminder, JSC clients are individuals that have prior arrest(s) and are transitioning back into the community from a correctional setting. Due to limitations with the initial year of data reporting, there were approximately 60 unduplicated names available for matching with FDLE records. However, the JSC served more than 60 clients in the initial year of implementation.

Results indicate that among the individuals who participated in the JSC, 46 of the 60 clients matched with FDLE records. The remaining fourteen may have issues with the spelling of the name or may have had an arrest outside of the State of Florida. Of the 46 individuals who were matched with FDLE records, five individuals had arrests that occurred subsequent to their first month of involvement with the JSC.

5.4.4 Implementation Outcomes: Prevention and Corrections – Survey Data

Prevention and Corrections

At the completion of the initial year, staff at the YECs and the JSC completed questionnaires regarding the YVPP implementation in their sites. Survey data indicate that sites have experienced a reduction in resources, the loss of staff, relocation and/or restriction of physical space, and provider turnover. Staff interviews and survey data indicate that all sites reported some challenges during 2007. Lake Worth had a significant

reduction in budget and staffing resources; as well as having to share their facility with other programs. Riviera Beach had to relocate their YEC on three separate occasions (from the Lindsay Davis facility to Hurst Chapel, back to Lindsay Davis, and finally to their current “permanent” facility). Finally, West Palm Beach’s YEC also shared their facility with other programs.

The aggregated results of the staff interviews and surveys indicate that there was a 100% agreement (agree or strongly agree) among YEC staff across the following areas: clarity of program mission, policies and procedures, satisfaction with the variety of programs offered, and staff training. Physical space/location and the level of support from their respective governing agency were identified as areas of need to better serve the youth. Of the four program areas—education, employment, life skills, and recreation—employment programming/providers was identified as significantly in need of improvement to effectively serve the needs of the youth. Survey results also indicate that in the initial year of operation and programming, YEC staff experienced the following:

- 100% experienced professional resistance
- 57% experienced ideological contradiction
- 43% experienced bureaucratic obstacles
- 29% experienced conceptual ambiguity

Law Enforcement

Gang Threat Assessment Survey

VCTF members (representatives from all law enforcement agencies) completed a National Institute of Justice (NIJ) Gang Threat Assessment Survey. This survey was administered at the beginning and completion of the initial year of implementation. Pre-test surveys identified gang member involvement as highest in the crimes of drug sales and shootings. Findings from the NIJ Gang Threat Assessment pre- and post-survey indicate the perception of a slight increase in the year preceding YVPP implementation and during year one in overall crime and gang-related crime in their region (neither finding statistically significant). Pre-survey findings identified the multi-agency task force, proactive policing, and targeted saturation patrols to be effective strategies for intervention and suppression of crime. In addition to the aforementioned strategies, the post-survey results include community outreach and intervention programming as effective strategies.

Courts

The State Attorney's Office (SAO) completed a pre- and post- Florida Department of Law Enforcement (FDLE) survey as part of the evaluation. Results from the FDLE survey are compared to aggregate state level reports from the other SAOs throughout Florida. The comparison of the Palm Beach County SAO survey results with the aggregate State of Florida SAO in 2006 (pre-test survey) results indicate that Palm Beach County SAO reported an increase of gang related prosecutions in the year prior to implementation of the YVPP (2006) of 50% while the rest of the state reported an increase of approximately 7%. The FDLE survey was administered again at the end of year one implementation and results will be compared to the state aggregate data in year two of the evaluation.

A comparison of pre- and post-survey results indicate a consistent perception on behalf of the combat unit's prosecutors that gang-related crimes continued to increase in the year preceding implementation and during year one (2007). While violent and gang-related prosecutions were not systematically tracked in 2006, survey data indicate a perception of an increase in gang-related prosecutions of more than 20% between 2006 and 2007. Survey data also indicate that the percentage of agencies in this jurisdiction that have specialized gang units and/or investigators have increased from less than 25% in 2006 to over 75% in 2007. Finally, SAO survey data indicate an improvement in meeting the continuing need for early intervention/prevention services for gang-related youth.

5.5 Implementation Outcomes: Violence Reduction Indicators

This final part of "Section 5 Findings" discusses the potential impact that the YVPP had on the four program sites (cities) as well as Palm Beach County as a whole. Section 5.5.1 presents Uniform Crime Report (UCR) data for each program site and the corresponding control site is presented for comparison purposes. The UCR data that is presented reflects crimes reported to law enforcement rather than number of arrests or arrest rates. Criminological literature supports the use of crimes reported to law enforcement as a more accurate measure of actual criminal activity in a community. Section 5.5.2 presents an examination of the potential economic impact of the YVPP. The measure of crimes reported to law enforcement is also utilized in the methodology to examine the possible broader economic impact of the YVPP.

5.5.1 UCR Crime Data for Program and Control Sites

Tables 25 and 26 display UCR crimes reported to law enforcement (rates per 100,000 resident population) from 2000 to 2007 for each of the five YVPP program sites and each of the five control sites. Table 25 presents the UCR data for total crimes and Table 26 presents UCR data for violent crimes. The violent crimes include murder, rape, robbery, and aggravated assault. Moreover, these tables present the percent change from year to year. Following the tables, a summary is provided.

**Table 25 UCR Total Crimes Reported to Law Enforcement - Rates per 100,000 & Annual Percent Change
YVPP Program Sites and Matched Control Sites 2000 through 2007**

Year	Boynton Beach: Program	Royal Palm: Control	Lake Worth: Program	Greenacres: Control	Riviera Beach: Program	Mangonia Park: Control	West Palm Beach: Program	Lake Park: Control	Belle Glade: Program	Pahokee: Control
2000	8264.8	n/a	8604.4	5698.4	16095.6	45440.4	13880.1	8898.1	12129.3	5664.2
2001	8203.4	5628.3	8879.0	5861.6	10947.5	44083.7	11608.3	8247.3	8579.1	3965.5
	-0.7%	n/a	3.2%	2.9%	-32.0%	-3.0%	-16.4%	-7.3%	-29.3%	-30.0%
2002	8396.6	5688.0	9701.9	6069.7	14309.7	22671.8	12301.3	9891.0	13188.5	6071.1
	2.4%	1.1%	9.3%	3.6%	30.7%	-48.6%	6.0%	19.9%	53.7%	53.1%
2003	8606.2	6765.4	9575.6	5896.3	12766.2	25149.7	10889.4	11167.0	13495.0	6362.4
	2.5%	18.9%	-1.3%	-2.9%	-10.8%	10.9%	-11.5%	12.9%	2.3%	4.8%
2004	7690.8	5358.7	9695.3	5214.0	9575.9	20047.6	9586.7	9269.6	11199.5	6762.8
	-10.6%	-20.8%	1.2%	-11.6%	-25.0%	-20.3%	-12.0%	-17.0%	-17.0%	6.3%
2005	5952.7	4241.9	10052.7	4451.6	10692.9	18480.4	8310.7	10293.0	11651.3	4874.9
	-22.6%	-20.8%	3.7%	-14.6%	11.7%	-7.8%	-13.3%	11.0%	4.0%	-27.9%
2006	6071.2	3082.3	9667.1	4928.5	12128.8	18274.9	7904.0	8087.3	5907.4	7602.4
	2.0%	-27.3%	-3.8%	10.7%	13.4%	-1.1%	-4.9%	-21.4%	-49.3%	55.9%
2007	6442.2	4211.6	8049.9	4912.0	9512.6	15027.4	8007.2	10127.3	10964.1	6744.9
	6.1%	36.6%	-16.7%	-0.3%	-21.6%	-17.8%	1.3%	25.2%	85.6%	-11.3%

n/a - Data was not available due to non-reporting

**Table 26 UCR Total Violent Crimes Reported to Law Enforcement - Rates per 100,000 & Annual Percent Change
YVPP Program Sites and Matched Control Sites 2000 through 2007**

Year	Boynton Beach: Program	Royal Palm: Control	Lake Worth: Program	Greenacres: Control	Riviera Beach: Program	Mangonia Park: Control	West Palm Beach: Program	Lake Park: Control	Belle Glade: Program	Pahokee: Control
2000	829.6	n/a	1130.0	493.3	1944.2	5533.9	1473.8	493.1	2301.1	1119.5
2001	912.4	498.4	1144.5	446.2	1841.7	6493.5	1331.0	791.5	2243.9	763.2
	10.0%	n/a	1.3%	-9.5%	-5.3%	17.3%	-9.7%	60.5%	-2.5%	-31.8%
2002	948.3	382.1	1385.6	633.5	1748.0	3015.3	1380.6	1067.1	3409.8	1234.0
	3.9%	-23.3%	21.1%	42.0%	-5.1%	-53.6%	3.7%	34.8%	52.0%	61.7%
2003	1049.6	485.1	1413.6	779.7	2037.0	5389.2	1279.7	1234.4	3096.7	1586.5
	10.7%	26.9%	2.0%	23.1%	16.5%	78.7%	-7.3%	15.7%	-9.2%	28.6%
2004	1042.8	311.0	1425.2	920.3	1667.9	4049.2	1262.9	966.5	2601.0	1378.2
	-0.7%	-35.9%	0.8%	18.0%	-18.1%	-24.9%	-1.3%	-21.7%	-16.0%	-13.1%
2005	757.6	288.2	1498.3	818.7	1969.0	4194.7	1207.6	1108.3	2487.7	748.8
	-27.3%	-7.3%	5.1%	-11.0%	18.1%	3.6%	-4.4%	14.7%	-4.4%	-45.7%
2006	984.0	286.8	1823.6	1046.2	2702.9	3820.4	1090.9	888.8	1207.5	2196.6
	29.9%	-0.5%	21.7%	27.8%	37.3%	-8.9%	-9.7%	-19.8%	-51.5%	193.4%
2007	1091.6	502.1	1500.9	725.7	2271.5	2701.6	1102.1	1317.1	2757.1	2114.5
	10.9%	75.1%	-17.7%	-30.6%	-16.0%	-29.3%	1.0%	48.2%	128.3%	-3.7%

n/a - Data was not available due to non-reporting

Summary Implementation Outcomes: Violence Reduction Indicators

The following section summarizes the UCR crime data reported in Tables 25 and 26. The summary of this data focuses on:

- fluctuations in the total and violent crimes from 2000 to 2006 (overall trend),
- changes in the year prior to implementation of the YVPP (2006) and the program's first year of implementation (2007),
- the annual changes in total and violent crime rates between the program and control sites, and
- noteworthy fluctuations in annual crime rates from 2000 to 2007 are described to provide a historical context.

Boynton Beach (program site) compared to Royal Palm (control site):

- From 2006 to 2007, the total crime rate in the program site increased by 6.1% while the control site experienced a greater increase in total crime of 36.6%.
- Similarly, violent crimes at the program site increased by 10.9%, whereas the control site increased by 75.1% (for 2006 to 2007).
- Table 25 reflects significant fluctuation across both program and control sites in overall crime rates from 2000 to 2007, particularly in the control site, which had three annual changes increasing from 1.1% to 36.6% and three annual decreases from a negative 20.8% to a negative 27.3%.

Lake Worth (program site) compared to Greenacres (control site):

- From 2006 to 2007, the total crime rate in the program site decreased significantly (-16.7%) but remained essentially unchanged in the control site (-0.3%).
- For violent crime rates between 2006 and 2007, a different pattern emerged for the program and control sites in that both decreased; however, the control site decreased by 30.6% while the program site experienced a less dramatic decrease (-17.7%).
- 2007 was the first year of a decrease in violent crime rate for Lake Worth as Table 26 reflects increases in violent crime each year from 2000 to 2006, the years prior to the YVPP implementation. The control site experienced annual fluctuations reflecting increases and decreases across the years prior to implementation.

Riviera Beach (program site) compared to Mangonia Park (control site):

- From 2006 to 2007, decreases in total crime rates occurred in both the program and control sites. However, the program site decreased by -21.6% while the control site experienced a decrease of -17.8%.
- From 2006 to 2007, there were differences in the change in violent crime rates: the program site decreased by -16.0% and the control site decreased by -29.3%.
- Examining the trend from 2000 to 2006 for the total crime rate indicates that the program site increased in three of those years and decreased in four years. In contrast, the control site had a more consistent pattern of annual decreases in total crime rates (with the exception of 2002 to 2003).

West Palm Beach (program site) compared to Lake Park (control site):

- From 2006 to 2007, the total crime rate increased by 1.3% in the program site and by 25.2% in the control site.
- From 2006 to 2007, the violent crime rates increased in both the program and the control sites. However, the increase was greater in the control site (48.2%) than in the program site (1.0%) indicating a reduced increase in violent crime for the program site.
- Both the program and control sites experienced fluctuations in violent crime rates (increases and decreases) over the seven years prior to YVPP implementation.

Belle Glade (program site) compared to Pahokee (control site):

- From 2006 to 2007, the total crime rate increased by 85.6% in the program site while the control site's total crime rate decreased (-11.3%).
- From 2006 to 2007, the violent crime rate increased significantly in the program site (128.3%) and decreased slightly in the control site (-3.7%).
- From 2000 to 2007, the annual fluctuations in total crime rates were dramatic in both the program and control sites. In the program site, the violent crime rate decreased in the four years prior to YVPP implementation; however, in 2006 (the year of the largest decrease) the Palm Beach County Sheriff's Office assumed responsibility and oversight for the Belle Glade law enforcement agency (including the reporting of crime data). Thus, the reduced rate in 2006 and the subsequent increase in 2007 may be related to the administrative and oversight changes that occurred. Further, and most importantly, the YVPP implementation did not occur in

this site during 2007. Therefore, at best, the changes in the crime rates reflect trends related to county-wide measures (law enforcement and courts) and not to the site-specific violence reduction initiatives of the YVPP (particularly prevention and corrections).

5.5.2 Implementation Outcomes: Economic Impact

Methodology to Estimate Economic Impact

Evaluations of existing or new criminal justice initiatives implemented at the local, state, or federal level of government involves determining whether the initiatives result in a cost savings to taxpayers. Emerging from empirically documented increases in violent crimes, especially among youth and with the use of firearms, Palm Beach County has invested a significant amount of financial and human resources to reduce violent crime. The YVPP includes county-level law enforcement and prosecutorial initiatives described in this report and violence reduction programs in the four cities identified as "hotspots" (major contributors to the county's level of violent crime). Related to the assessment of the impact of this violence reduction initiative is the need to quantify the economic impact of the violence reduction efforts. This quantification is preliminary because the initiative is in the first year of implementation and because all components were not fully implemented. Moreover, crime is a complex issue with multiple causes and associated responses. Therefore, a new program initiative designed to address violent crime requires a reasonable amount of time to have a meaningful impact on reducing violent crime. Dramatic changes are typically not expected or experienced in the early phases of implementation.

The methodology used to estimate the economic impact of the YVPP implemented in 2007 involves examining the trends in violent crimes utilizing UCR crimes reported to Florida law enforcement agencies. The federal government established this crime data collection system in the 1920s to provide every city and state in the U.S. with valid and reliable measures of the level of crime in their localities over time. This system facilitates the ability of cities and states to assess their crime problem relative to other jurisdictions. The Florida Department of Law Enforcement implemented this crime data collection and reporting system consistent with federal guidelines.

In the present evaluation, trends in the violent crimes of murder, forcible sexual assault, robbery, and assault in Palm Beach County from 2001 to 2007 were examined. The analytic technique began by estimating or projecting the number of violent crimes for the year 2007 if the YVPP had not been implemented. Next, the analysis compared the number

of actual violent crimes in 2007 (the first year of the YVPP) with the projected number of crimes that would have occurred in 2007 if the YVPP had not been implemented. The method used to determine the presence of an “unanticipated” change in violent crime is referred to as “transitional crime forecasting.” Specifically, a projection of the number violent crimes “expected” for 2007 (in the absence of the YVPP) was calculated utilizing the average annual change over the five years prior to the YVPP. The analysis proceeded by utilizing the difference in actual and projected crimes for 2007 to determine the resulting economic impact that may be assigned to the implementation of the YVPP.

Estimates of the cost of criminal victimization for various crime types has been established by the U.S. Department of Justice (DOJ) and documented in the report, “Victim Costs and Consequences: A New Look” (1996). The cost estimates associated for the four violent crimes were utilized to determine the presence of a potential economic impact in Palm Beach County and the four program sites. The DOJ report calculated tangible costs of crime to victims including loss of productivity, medical care, police resources, social services, and property loss as well as the loss in the quality of life. Estimates of the economic impact at the city level (four program sites) and at the county level were developed. The methodology involved applying the NIJ cost associated with the four types of violent crime to the differences between the projected and actual number of crimes for the four program sites. These figures were summed across the four violent crime categories to estimate the economic impact for the four program sites (cities). The estimated economic impact at the county level was developed by applying the NIJ cost of each type of violent crime to the differences between the projected and actual number of violent crimes for the county as a whole.

Tables 27 and 28 present summary data estimating economic impact. Table 27 displays the estimated economic impact for Palm Beach County as a whole and Table 28 displays the aggregated economic impact projected for the four programs sites (Boynton Beach, Lake Worth, Riviera Beach, and West Palm Beach). The table displays the change in the crime rate and the change in the number of crimes for each category of violent crime. The row titled, “cost per crime,” is the NIJ estimated cost for that particular crime. Also included are summary numbers for all violent crimes. It should be noted that some of the figures in the economic impact tables (Tables 27 and 28) have been rounded. Changes in the number of the four violent crimes are displayed as rounded to the tenth decimal point. The economic impact values are based on exact rather than rounded values. Therefore, the rounded values displayed for the change in the crime rates and the cost per crime is not an exact match to the economic impact values presented in the tables.

Table 27 UCR Crimes Reported to Law Enforcement for All of Palm Beach County – Estimated Economic Impact

		Change in the Rate of:	Change in Number of Crimes Reported	Change in the Rate of:	Change in Number of Crimes Reported	Change in the Rate of:	Change in Number of Crimes Reported	Change in the Rate of:	Change in Number of Crimes Reported	Total Economic Impact Using 4 Violent Offense Groups Separately
Palm Beach County Population in 2007	Number of 100,000 Residents	Murders	Murders	Rape	Rape	Robbery	Robbery	Assault	Assault	
1,295,033	12.95033	-0.3	-3.9	-3.4	-44.0	13.5	174.8	-6.6	-85.5	
Cost Per Crime			\$2,940,000		\$87,000		\$8,000		\$9,400	
Economic Impact in 2007			(\$11,422,191)		(\$3,830,708)		\$1,398,636		(\$803,438)	(\$14,657,702)

Table 28 UCR Crimes Reported to Law Enforcement for Four Program Sites – Estimated Economic Impact

		Change in the Rate of:	Change in Number of Crimes Reported	Change in the Rate of:	Change in Number of Crimes Reported	Change in the Rate of:	Change in Number of Crimes Reported	Change in the Rate of:	Change in Number of Crimes Reported	Total Economic Impact Using 4 Violent Offense Groups Separately
Population of Four Program Sites	Number of 100,000 Residents	Murders	Murders	Rape	Rape	Robbery	Robbery	Assault	Assault	
243,454	2.43454	-0.4	-1.0	2.6	6.3	-52.4	-127.6	-42.9	-104.4	
Cost Per Crime			\$2,940,000		\$87,000		\$8,000		\$9,400	
Economic Impact in 2007			(\$2,863,019)		\$550,693		(\$1,020,559)		(\$981,753)	(\$4,314,638)

6.0 Summary and Discussion

On the basis of the findings presented in this report (implementation level, results, and outcomes), Palm Beach County experienced success in implementing the YVPP. The county demonstrated an ability to mobilize various stakeholders, agencies, services, youth, and citizens in a common, collaborative mission to reduce violent crime. The County's violence reduction efforts was facilitated by its now several decade old collaborative history that has involved multiple agencies and citizen involvement in confronting crime. Beginning with Weed and Seed in the early 1990s and continuing with drug courts and the current violence reduction programs, the County has established infrastructures that include productive relationships between the Criminal Justice Commission, Board of Supervisors, Sheriff's Office, various police departments, State Attorney's Office, Courts, Corrections, County businesses, various County citizens groups, and others. This collaborative history and set of established multiple relationships have directly and positively impacted the County's current violent crime reduction efforts.

In the evaluation of various criminal justice reform initiatives, the most common finding is "failure to implement." A fundamental reason for the failure to implement pattern includes bureaucratic obstacles, professional resistance, and ideological conflicts. While the implementation of the YVPP has certainly experienced these same implementation challenges in the four sites, overall and across the sites the experiences reveal a trajectory of successful implementation of the program. This success reflects both effective agency and citizen collaboration and project staff who have demonstrated commitment and professionalism.

While the program sites have remaining challenges in fully implementing the YVPP components, the first year preliminary results demonstrate the project's capabilities to impact violent crime. However, given that the four sites' experiences with the YVPP have covered one year or less, definitive conclusions about the programs must be tempered and viewed as preliminary. Moreover, isolating the impact upon violent crime arrests and any related impact upon dollars spent for the programs and/or dollars saved as a result of the reduced levels of violent crime is difficult. However, despite this difficulty and the need for caution, these questions and related findings are fundamental and necessary for policymakers.

Overall, sites have made significant progress in implementing the program's components during Year One:

- **Law enforcement and courts** developed goals collaboratively and have made progress in meeting their goals: three of six goals met in year one of implementation. Plans, protocols, and initiatives are in place to implement the remaining three of six goals in year two.
- **Courts** (juvenile) have not met three goals outlined in year one. This is a targeted component for development in year two.
- **Corrections:** Riviera Beach has met all three goals in year one of implementation. Four sites (Belle Glade, Boynton Beach, Lake Worth, and West Palm Beach) have developed plans for the development of the corrections component (specifically, JSCs) in years two and three.
- **Prevention:** Lake Worth, Riviera Beach, and West Palm Beach have met two of the three broad goals in year one. Belle Glade and Boynton Beach have not met the three goals in year one. However, Boynton Beach has developed plans and initiatives to meet two of the three goals in year two. All four of the operational sites are meeting objectives that may lead to the accomplishment of the third goal (prevention of youth gang and violent crime involvement) by year three of implementation.

While the five cities have experienced different levels of this initiative's full implementation, the following major findings can be made:

- The four sites' YECs (Boynton Beach, Lake Worth, Riviera Beach, and West Palm Beach) provided structured program services, namely education, employment, and life skills to 2,424 county youth. This count is *not* unduplicated, for instance, a youth may participate in more than one program over the course of their involvement with the YEC.
- The four program sites' YECs provided unstructured program services, namely recreational and site resources (e.g., computer lab, open gym), to 14,416 youth (*not* unduplicated).
- Total youth served by the YECs from February 2007 through February 2008 was 16,840.

- Each of the three active youth councils (Lake Worth, Riviera Beach, and West Palm Beach) increased their self-determination skills (specifically, level of psychological empowerment and goal setting/problem solving skills) through involvement in leadership activities related to the governance of the YECs.
- A reduction in the actual county-level rates of violent crime (murder, rape, robbery, and assault) compared to the “projected” levels (absent the program) during the project’s first year of operations.
- These crime “reductions” (actual versus projected) during the project’s first year of operations resulted in an estimated economic impact of \$4,377,730 in the four cities with the YVPP. The actual number of violent crimes reported to law enforcement in the four program sites for 2007 is lower than the rate “projected” for 2007 based on multi-year trends in the crime data.
- County-wide violent crime reductions resulted in an estimated \$14,657,702 economic impact during the first year of the YVPP reflecting the county-wide impact of the law enforcement and courts components of the program.

Beyond these reported declines in the actual violent crime compared to the “projected” violent crime and their estimated economic impact, are the prospects associated with future investment. Palm Beach County, through its YVPP, can be seen as having invested in services and activities for its youth, young adults, and adults that can contribute to their educational success, improved self-concept, elevated plans for the future, and likelihood of non-criminal involvement. In fact, if consideration is given to the arrest histories of youth involved in structured programs within the YECs and the young adults and adults involved in the JSC, positive results are revealed. Specifically, for a sample of 18 individuals with arrest histories, 10 were arrested prior to their program involvement but not subsequent to their involvement. These findings suggest that the majority of the youth, young adults, and adults who are participating in the various program services may be experiencing a potential “turning point” in their previous criminal behavior. As a result, many of the year one program findings regarding services delivered, declines in actual violent crimes based on projections from recent crime trends, and associated economic impact may, in fact, be only a part of the program’s longer term success.

References

U.S. Department of Justice. 1996. *Victim Costs and Consequences: A New Look*. Washington, D.C.: Office of Justice Programs, National Institute of Justice.

Spergel, I. and Grossman, S. 1997. The Little Village Project: A community approach to a gang problem. *Social Work*, 42(5): 456-470.

Wehmeyer, M. and Kelchner, K. 1995. The Arc's Self-Determination Scale. *The Arc of the United States*.

Test, D., Mason, C., Hughes, C., Konrad, M., Neale, M., and Wood, W. 2004. Student involvement in individualized education program meetings. *Exceptional Children*, 70(4): 391-412.

Vallerand, R., Fortier, M., and Guay, F. 1997. Self determination and persistence in a real-life setting: Toward a motivational model of high school dropout. *Journal of Personality and Social Psychology*, 72(5): 1161-1176.

Appendix A:

Activities represented in the YEC Program Data Tables (for special events, community outreach, and collaborations/partnerships)

Special Events

Lake Worth

Movie Night (ongoing)
Themed Events (e.g., Thanksgiving Dinner, Mother's Day, Christmas Party)
Gang Summits (4)
Family Cultural Festival
Universal Studios
Restaurant visit
Movies
FCAT Pep Rally

West Palm Beach

Leadership Training at Stetson University (one week)
Marlins Game
National Day for Kids
University of Miami Football game
Themed Events (Thanksgiving Dinner, Holiday Extravaganza, Pumpkin Carving Contest)
Job Fair
Friday Night Barbeques (ongoing)
Phat Teen Fair
SunFest
Rocket Party
University of Miami Basketball Game
Midnight Basketball
Moorehouse Prison
Teen Summit (with gang and violence prevention by Law Enforcement)
Basketball Tournament
Criminal Justice Academy

Riviera Beach

Leadership Training in Washington, D.C. (one week)
Leadership Training at Stetson University (one week)
Grand Opening
Community Opening
National League of Cities
Splash party
Maritime Academy
Fishing Tournament
Courthouse Tour
Musical

K-9 Police Presentation
Youth Fingerprinting
University of Miami tour
Dance

Community Outreach

Lake Worth

Home Visits
Church Visits
School Visits
Community Meetings
Flyers Mailed to Community with Electric Bills
Letter Mailed to Community

West Palm Beach

Schools

Riviera Beach

Job Fair
Motivational Speaker

Collaborations/Partnerships

Lake Worth

Churches
Kiwanis club
Haitian Community Group
Radio Station
Chapel
Businesses (Banks, Ford Motor Vehicles)
Television Station
Palm Beach County Sheriff's Office
Rotary Club

West Palm Beach

Boys and Girls Club (open gym continuous)
Chief of Police
Children's Services Council
Knight Foundation
Sigma Beta Club (ongoing)
Big Brothers/Big Sisters
Palm Beach County School Board

Riviera Beach

Parent Volunteer

Coast Guard

Voter's League

Department of Juvenile Justice

Eckerd Reentry Program

Appendix B:

YEC Program Categories

Education:

For the Children – 3 programs: 1) FCAT preparation; 2) homework tutoring; 3) Academic Enrichment After School Program (Teen Zone) (LW)

Tutoring-homework support (WPB, RB)

ESOL classes (for adults; parents of YEC youth) (LW)

GED classes (some off-site) (RB, WPB)

How to Build a Computer/Understanding the World of PCs-TNG associates (LW, RB, WPB)

*Alternative to Suspension (WPB)

*Note: This is a new program to be offered; available information suggests it will be included as an education program.

Life Skills:

MADDADs 3 programs: 1) Teen Rap 2) Teen Pregnancy Prevention 3) Male Responsibility (BB)

Peer Mentoring (LW)

MABCO-Arise (BB)

ABOUT FACE (LW, WPB)

Prime TIME (LW)

Studio 2B & Get Real (girl scouts programs) (LW)

To Form a More Perfect Union (LW)

Focus on Promise (LW)

FACE IT (LW)

Learning for Life (LW)

Planned Parenthood (LW, RB)

SFK (spirituality for kids) (LW)

Focus On Promise -CHS (LW)

NFL program (steroid use, etc) (LW)

Etiquette (LW)

Taylor Productions-Video production (WPB-3 videos completed thus far)

GREAT-gang awareness program (WPB)

Jr. Achievement –entrepreneurship (WPB)

Garden of Angels-girls programming (RB)

Get Real (YMCA)

Teen pregnancy prevention program-Judge Mathis (RB)

Entrepreneurship-YWCA (RB)

The King within the Kid (RB)

Learn Computer Software program (RB)

The Mentoring Center – tutoring, homework support, FCAT and/or SAT preparation (WPB, RB)
Cooking Classes – Culinary Flair (RB)
Learn to Create Public Service Announcements (RB)
Cycles of Violence (RB)
Police and Fire Explorer Programs (RB)

Leadership activities:

Stetson U-leadership conference
National League of Cities Conference (RB)
Weed & Seed Youth Leadership Conference (RB)
Youth City Council Meeting – televised on Channel 18 (RB)

Employment:

Teen Temps (LW, WPB)
Tech Bridge-job readiness (LW, RB)
Workforce Alliance-WAYCON (LW, RB, WPB)
Job shadowing (LW)
R.E.V. Program (BB)

Recreation:

Mural Project
Step Team (LW)
Flag football (RB)
Boxing (RB)
Martial Arts (LW)
Hooked on Fishing, not drugs (BB)
General recreation/playground (LW, RB, WPB)
Drum class
Photography class
Intramural sports league (basketball) (RB, WPB)
Basketball clinic (WPB)
Double Dutch
Theater/Talent show(s) (LW, WPB)
Cheerleading
Hip Hop Aerobics (RB)

Site Resources

Computer lab (LW, RB, WPB)
Game Room (WPB)
Open Gym (LW, WPB)

Note: Numbers for these resources were included in counts for “youth served” and “hours of programming/services”, but these resources did not count as a “program”.

Appendix C: Information Regarding the YEC Data by Site Tables

1. There may be instances where data has been omitted from these spreadsheets for the following reasons:

(a) If the numbers on the data by program pages did not match with the numbers on the monthly summary pages - it was omitted.

(b) If names were not included on the program area page for specific components, then the numbers were not included in the counts (for education, life skills, and employment only).

The exception to this is recreation--names did not have to be included for recreation activities in order for the numbers to be included.

2. Refer to the attached list of programs to track the match between categories and services/programs.

3. If one provider delivers or oversees separate and distinct services/programs, it was counted as separate programs rather than one.

4. In instances where the actual count for an activity was extremely high (e.g., outreach activities that exceeded 500 count), the tables display the actual numbers and the charts cap those numbers at 500 (to maintain an appropriate scale for the chart range).

5. In instances where an activity spanned more than one day (e.g., field trips, trips to Washington, D.C. for five days), the data was converted into work day hours. For example, a five-day trip was included as a 40-hour activity.

6. Special Events was calculated as the number of youth involved in the event and the number of hours that the youth were involved in the activities.

7. Community Outreach efforts were included as the number of contacts reached during the

outreach.

8. Collaborations and Partnerships were included as the number of distinct collaborations and partnerships that were formed each month or maintained from one month to the next.

9. Lake Worth tables include data for 11 parents of YEC youth attending an ESOL class; however, these numbers were not included in the youth counts for educational services.