

**WISCONSIN DEPARTMENT OF JUSTICE**
**DOJ USE ONLY**

Applicant Hereby Applies to the DOJ for Financial  
Support for the Within-Described Project:

<u>Receipt Date</u>	<u>Award Date</u>	<u>Subgrant Number(s)</u>
		-- 17246

**SUBGRANT #:** 17246

**SHORT TITLE:** Youth Gang Diversion

<b>1. Type of Funds for which you are applying.</b>	( ) Youth Gang Diversion 2023		
<b>2. Applicant</b>	<b>Name Of Applicant:</b>		<b>County:</b> Racine
	Racine Police Department		
	<b>Street Address:</b> 730 Center St.		
	<b>Address Line 2:</b>		<b>Address Line 3:</b>
	<b>City:</b> Racine		<b>State:</b> WI <b>Zip:</b> 53403-1134
<b>3. Recipient Agencies</b>	Racine Police Department		
<b>4. Signatory</b>	<b>Name:</b>		<b>Title:</b> Mayor
	Mayor Cory Mason		<b>Agency:</b> City of Racine
	<b>Street Address:</b> 730 Washington Avenue		
	<b>Address Line 2:</b>		<b>Addr Line 3:</b>
	<b>City:</b> Racine		<b>State:</b> WI <b>Zip:</b> 53402-1146
	<b>Phone:</b> 262-636-9111	<b>Fax:</b>	<b>Email:</b> Cory.Mason@cityofracine.org
<b>5. Financial Officer</b>	<b>Name:</b>		<b>Title:</b> Accountant
	Ms. Laura Castaneda		<b>Agency:</b> Racine Police Department
	<b>Street Address:</b> 730 Center St.		
	<b>Address Line 2:</b>		<b>Addr Line 3:</b>
	<b>City:</b> Racine		<b>State:</b> WI <b>Zip:</b> 53403-1134
	<b>Phone:</b> 262-636-9518	<b>Fax:</b>	<b>Email:</b> laura.castaneda@cityofracine.org
<b>6. Project Director</b>	<b>Name:</b>		<b>Title:</b> Lieutenant
	Lieutenant James Zuehlke		<b>Agency:</b> Racine Police Department
	<b>Street Address:</b> 730 Center St.		
	<b>Address Line 2:</b>		<b>Addr Line 3:</b>
	<b>City:</b> Racine		<b>State:</b> WI <b>Zip:</b> 53403-1134
	<b>Phone:</b> 262-635-7889	<b>Fax:</b>	<b>Email:</b> james.zuehlke@cityofracine.org
<b>7. Brief Summary of Project</b>  (Do Not Exceed Space Provided)	<p><b>Short Title</b> (may not exceed 50 characters) Youth Gang Diversion</p> <p>Under this proposal, funds will be used by the City of Racine to partner with Safe Haven of Racine and Racine Vocational Ministry to provide specific intervention services to mitigate the adverse impact of gang membership (and gang affiliation) in the City of Racine under the administrative oversight of Executive Director Jeanette Brown (Safe Haven of Racine) and Executive Director James Schatzman (Racine Vocational Ministry). RVM and Safe Haven will provide specific gang diversion services as delineated in the evidence-based outcomes documentation included within this proposal. SAFE Haven will work with RUSD school administrators, Racine County HSD and youth counselors, to develop a network of services to strategically engage the target population. Racine Vocational Ministry will be contracted to assist with cognitive intervention to abate anti-social cognition and supply employment opportunities for at-risk youth and gang members who are released back into the community from corrections</p>		

8. SubGrant Budget

Sources

	State	
Categories		Category Total
Personnel		
	45,825.00	45,825.00
Employee Benefits		
	6,884.00	6,884.00
Travel (Including Training)		
	0.00	0.00
Equipment		
	0.00	0.00
Supplies & Operating Expenses		
	5,586.00	5,586.00
Consultants/Contractual		
	0.00	0.00
Other		
	5,105.00	5,105.00
Source Total	63,400.00	63,400.00

9. Project Start Date: 7/1/2022

Project End Date: 6/30/2023

10. Budget Details:

Master Budgets:

By Recipient Agency	Year 1	Total
Racine Police Department	63,400.00	63,400.00
<b>Total:</b>	63,400.00	63,400.00

Allocation/Recipient Agency: Racine Police Department

Category:	Year 1	Total
Personnel	45,825.00	45,825.00
Employee Benefits	6,884.00	6,884.00
Supplies & Operating Expenses	5,586.00	5,586.00
Other	5,105.00	5,105.00

<b>Total:</b>	63,400.00	63,400.00
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11. Budget Details:

Master Budgets:

Line Item Details for Racine Police Department

**YEAR 1**

**PERSONNEL**

**Justification:** Coordinator-Direct Services, School Engagement Worker, Shelter Director, Case Manager and Training Program Director **COST**

<b>Position</b>	Case Manager
<b>Name</b>	
<b>Description of your computation:</b>	Counseling
	<b>Source:</b> State 15,834.00

<b>Position</b>	Coordinator:
<b>Name</b>	
<b>Description of your computation:</b>	Direct Services
	<b>Source:</b> State 17,719.00

<b>Position</b>	Program Director
<b>Name</b>	
<b>Description of your computation:</b>	Training
	<b>Source:</b> State 4,397.00

<b>Position</b>	School Engagement Worker
<b>Name</b>	
<b>Description of your computation:</b>	Direct Services
	<b>Source:</b> State 3,375.00

<b>Position</b>	Shelter Director		
<b>Name</b>			
<b>Description of your computation:</b>	Direct Services		
		<b>Source: State</b>	4,500.00
	<b>Personnel</b>	<b>Year 1 Total:</b>	<b>45,825.00</b>

### EMPLOYEE BENEFITS

**Justification:** See line items

**COST**

<b>Position</b>	0		
<b>Name</b>			
<b>Description of your computation:</b>			
		<b>Source: State</b>	0.00

<b>Position</b>	0		
<b>Name</b>			
<b>Description of your computation:</b>			
		<b>Source: State</b>	0.00

<b>Position</b>	0		
<b>Name</b>			
<b>Description of your computation:</b>			
		<b>Source: State</b>	0.00

<b>Position</b>	0		
<b>Name</b>			
<b>Description of your computation:</b>	Training		
		<b>Source: State</b>	0.00

<b>Position</b>	0		
<b>Name</b>			
<b>Description of your computation:</b>	Transportation		
		<b>Source: State</b>	0.00

<b>Position</b>	Employee Benefits		
<b>Name</b>			
<b>Description of your computation:</b>	Benefits		
		<b>Source: State</b>	6,884.00
	<b>Employee Benefits</b>	<b>Year 1 Total:</b>	<b>6,884.00</b>

### SUPPLIES & OPERATING EXPENSES

**Justification:** See line items

**COST**

<b>Supply Item</b>	Educational Support		
<b>Description of your computation:</b>	Educational support		
		<b>Source: State</b>	2,528.00
<b>Supply Item</b>	Supplies		
<b>Description of your computation:</b>	Bus passes, work boots, IDs, snacks		
		<b>Source: State</b>	3,058.00
	<b>Supplies &amp; Operating Expenses</b>	<b>Year 1 Total:</b>	<b>5,586.00</b>

### OTHER

**Justification:** Compliance and accounting

**COST**

<b>Description</b>	Compliance and accounting		
<b>Description of your computation:</b>	Compliance and accounting		
		<b>Source: State</b>	5,105.00
	<b>Other</b>	<b>Year 1 Total:</b>	<b>5,105.00</b>

**YEAR 1 TOTAL: 63,400.00**

12. Sections:

**A BUDGET NARRATIVE**

Please describe how your budget relates to the overall program/project strategy or implementation plan. Connect each budget item to program activities and goals.

**RESPONSE:**

OJA funds will be used to support the below-referenced Gang Coordinator Position: Job Description The Gang Coordinator will work closely with the Gang Oversight Committee to create a collaborative effort between the existing community resources that are able to provide resources and/or links to services and opportunities for high risk and gang involved youth, as well as their families. This position will be a liaison with the educational community, other public agencies; work closely with community organizations and other community-based outreach efforts. Responsibilities include program analysis, evaluation, and preparation of recommendations when appropriate. This position will also assist in the collection, organization, interpretation, and completion of periodic reports and special assignments deemed relevant. This position will identify all new and existing resources for anti-gang violence programs; promote and strengthen existing programs; work with law enforcement, service providers and various community groups to implement the concepts and goals of the grant and the Gang Oversight Committee. RVM will monitor and work with gang members who return to the community (after being incarcerated) to reduce antisocial attitudes and behaviors associated with criminal activity and to cultivate their replacement with prosocial skills through the use of the Ohio Risk Assessment System's (ORAS) Community Supervision Tool (CST) and Moral Reconciliation Therapy (MRT). RVM will also work with individuals to develop the soft skills required to achieve job readiness and assist them with interviewing skills, understanding the US business culture, and job coaching. Under the umbrella of Safe Haven of Racine, Jeanette Brown will be accountable for overseeing the payroll associated with this grant.

**BUDGET NARRATIVE - RELATED ATTACHMENTS:**

**File Name**

**File Description**

## B PROJECT NARRATIVE

The narrative should describe the proposed activities for your 2023 project year and changes, if any, since the previous application. Narratives must include a succinct statement of the impact that the project has had on the community to date. This should include a summary of clients served, services provided, problems encountered, and successes noted. Anecdotal information and narrative stories are acceptable as part of this section or as a separate attachment to this document.

The following Office of Juvenile Justice and Delinquency Prevention resources will assist you in determining project activities:

[Gang Suppression and Intervention: Community Models](#)  
[National Gang Center OJJDP Comprehensive Gang Model](#)  
[National Gang Center Strategic Planning Tool](#)

In your project narrative, relate your project activities to the problem you propose to address as described in your problem description. Please describe where your project fits within community-wide activities to impact youth gang and violence and in conducting risk and threat assessments necessary to guide future project activities. Please explain how the project activities you propose will make a positive impact on gang activity and community violence.

**Only the specified youth ATODA prevention project (SDC Milwaukee – ATODA Initiative) must respond to the following elements** to maintain compliance with the separate requirements of the Substance Abuse and Mental Health Services Administration (SAMHSA) which provides funding support for this project:

- Describe the stakeholders and resources in the in the geographic catchment area in the sites that can help implement the needed service.
- Identify and use evidence-based multidisciplinary screening and assessment tool.
- Document the need to implement, sustain, and improve effective substance abuse and co-occurring substance use and mental disorders screening, intervention, and treatment services in the proposed area. Describe service gaps and other problems related to the need for system or infrastructure development.

### RESPONSE:

The majority of children in Census Tracts 1-5, the City of Racine's high poverty neighborhoods, do not attend a neighborhood school, but are bused to suburban schools for racial and economic desegregation, disconnecting them from their neighborhoods and community. Children on the same block often attend different schools; friendships are lost and children feel isolated. Many of these youth are raised in households with three generations of gang affiliation, and the attraction of the gang to these children is its sense of 'belonging'. Just as many people grow up with a "red" or "blue" political affiliation, these children develop an affinity to "red" for the Vice Lord nation and "blue" for the Gangster Disciple nation. Placing them together in distant schools creates volatile environments, fostering the spread of gang affiliation into the suburbs. The Racine Police Department reports that there are three sets of Vice Lords, five sets of Black Gangster Disciples, and four Hispanic gangs, including the Latin Kings. In addition, the department's Gang Unit notes that 5% of the population of Racine are gang members or have gang affiliations and that these figures are on the rise. Also rising is the blatant gang activity in Racine, as well as the violent crime that stems from the gang members who are emboldened by the perceived autonomy and anonymity of the gang organization.

Local law enforcement has developed estimates regarding Racine street gangs. They believe that conservatively there are 900 to 1000 actual gang members in 11 different recognized gangs in Racine. These officers also estimate that there are an additional 4,000 to 6,000 associate or affiliate gang members. Estimates indicate that the majority of these individuals reside within the City of Racine, with the rest from the Villages of Mount Pleasant and Caledonia. These estimates and numbers are believed to be cautious. The National Gang Intelligence Center in Washington DC published a document titled the 2009 National Gang Threat Assessment. This publication shows Racine County as having an estimated gang membership of about 3,500. This estimate is higher than that used by local law enforcement, but it includes those designated as

affiliate members.

In its efforts to build a coordinated system and begin to implement the Comprehensive Gang Model, the Mayor's Office has partnered with Racine Vocational Ministry and Why Gangs, to increase their capacity to provide best practice and evidence-based programming. During this program cycle we are proposing a targeted neighborhood approach, fill gaps in services, and continue to coordinate in order to integrate programming. We will follow the strategies laid out in the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model:

- **Community Mobilization:** We will continue to involve our local citizens, community groups, and agencies to coordinate programming and staff functions in a concerted effort across agencies in order to efficiently address gang issues in Racine.
- **Opportunities Provision:** We will continue to provide and develop a variety of education, training, and employment programs targeting gang-involved youth in cooperation with our partner organizations.
- **Social Intervention:** We will continue to provide and improve reaching out to gang-involved youth and their families by linking them with needed services and integrating them into societal norms via our partner organizations and cooperative efforts.
- **Suppression:** We will continue to collaborate with our partner organizations to institute formal and informal social control procedures, including interdiction, close supervision, and monitoring of gang-involved youth by law enforcement, agencies of the juvenile/criminal justice system, as well as, by community-based agencies, schools, and grassroots groups.
- **Organizational Change and Development:** We will continue to develop and implement policies and procedures that result in the most effective, efficient, and innovative use of available and potential resources, in cooperation with partner agencies and organizations, to better address the gang problem.

### **Target Neighborhood:**

We have targeted the vulnerable neighborhoods surrounding the Tyler-Domer, George Bray, John Bryant, Martin Luther King, and Cesar Chavez Community Centers, known as Census Tracts 1-5. These neighborhoods were selected because there are over 3,000 middle school youth residing or attending schools in those neighborhoods. In these neighborhoods exists the highest concentration of low income and unemployed populations. Census Tracts 1-5 are defined as "extreme poverty areas" by the U.S. Census Bureau. Census Tract 1 has a 30.5% poverty rate; Census Tract 2 has a 26.0% poverty rate; Census Tract 3 has a 31.2% poverty rate; Census Tract 4 has a 49.2% poverty rate, and Census Tract 5 has a 36.1% poverty rate (2006-2010 U.S. Census Bureau American Factfinder American Survey). About 73% of Census Tracts 1-5 residents are African American or Hispanic. Additionally, academic outcomes for youth residing in these neighborhoods include: high dropout rates, high truancy rates, and low achievement. Without intervention, these youth remain susceptible to the seduction of the gang life and violence; without assistance, their future is nothing but bleak.

### **Proposed Programming:**

The City will sub-grant this contract to two capable organizations that have a long history of working with "at risk" populations in our community in order to improve the quality of life and future for these populations. The Mayor's Office will be responsible for convening monthly meetings with all youth-serving providers to facilitate coordination. These sub-grantees are also representative of many anti-gang strategies in our community and include:

- Racine Vocational Ministry
- SAFE Haven of Racine

The collaborative was formed to provide wrap-around services to make a positive impact on the multi-faceted problem of gang activity in the Racine community. An oversight committee will be formed to review the monthly programming and expenditure reports on a regular basis to provide accountability for the sub-grant organizations.

### **RACINE VOCATIONAL MINISTRY (RVM)**

#### **Qualifications of Organization:**



RVM has been a leader in Racine's Re-Entry programming since 2005. The Re-entry program is an on-going project aimed at reducing recidivism among violent offenders released from state and federal prisons who have committed one of the following: violent crime, significant drug dealing, gang-related behaviors, and commission of a crime with a gun.

### **Individual Responsible for Oversight and Implementation:**

James Schatzman, founder of RVM – James is a founding member of the reentry programming in Racine and has worked with violent criminals through the organization's partnership in the Second Chance Program since 2005. He co-facilitates the City's Reentry Coalition with the Mayor's staff and instituted Racine's first evidence based nonprofit program to serve reentrants in Racine. He also serves on the regional Project Safe Neighborhood Task Force which is convened at the US Attorney's Office in Milwaukee and has been on the design team for each of the regional Anti-Gang Summits, also presented by the US Attorney's office.

Heather Bennett – Heather, Second Chance Program Coordinator, has worked in Reentry since 2014. She has an associate's degree in human services and is a senior at Upper Iowa University in human services. She coordinates the use of evidence-based assessments and best practice cognitive intervention techniques when working with those returning from prison. She has been certified as a trainer by the University of Cincinnati in the use of the Ohio Risk Assessment System (ORAS), one of the country's leading assessments for understanding the risks and needs of individual participants with criminal backgrounds. She is also a state certified drug and alcohol counselor (SAC). As a native of Racine County, Heather understands the needs many people face in our community when touched by crime, addiction, and incarceration. Heather is passionate about her opportunities to meet with individuals in prisons, jails and other institutions. Her goal is to positively reconnect individuals back to their families and the community. She is fully devoted to helping others make progress toward developing and maintaining pro-social relationships with family, friends, and community through support, outreach and assistance.

Hope Wesley-Early – Hope began her work with RVM in 2018. She is a certified Alcohol and Drug Counselor and a trainer of the evidence-based Moral Reconciliation Therapy (MRT). She is a recent graduate of Carthage College with a Bachelor of Arts with a concentration of Social Work and a minor in Religious Studies. Prior to Carthage, Hope attended Gateway Technical College and graduated with an Associate Degree in Applied Science in Human Service. She is presently working on her Master's Degree. She has three years of experience working in the field of AODA recovery and has been running MRT and AODA classes for RVM and the Kenosha Correctional Center for three years.

Lorianne Life – Lori received her degree in mathematics from Albany State University and taught GED/HSED classes for eight years in the Washington State Penitentiary in Davisboro, GA. Her ability to work with troubled youth and post incarceration adults is her expertise. She leads, teaches and designs RVM's training programs under the title "Solutions For Success", to help individuals learn the basics of job search, job retention, anger management, team building, and the US business culture. Lori has been doing this work at RVM since 2004.

Each reentrant will be assessed using the evidence-based Ohio Risk Assessment System's Community Supervision Tool (CST). The CST will be used to assess the level of antisocial thinking patterns (needs) and the likelihood of recidivating (risk) at the point of release from prison. Every six-months the participant will be reassessed to determine progress in reducing antisocial attitudes and behaviors and how case management strategies need to be adjusted to meet the data driven needs of each individual participants need and risk scores. RVM will track the dual program goals of 1) reducing community barriers and 2) reducing the risk of recidivating. RVM will also use group trainings in Moral Reconciliation Therapy (MRT) in addition to other programming to increase skills in moral reasoning and building cognition around ethical (pro-social) behavior.

RVM also offers Solutions for Success training. As part of Solutions for Success, they will learn about the US business culture, how to fill out applications, how to address negative life issues in the interview, and other soft skills. A special emphasis is given to interviewing. Human Resource professionals from Racine regularly offer their services to our participants. They participate in mock interviews and are then given an

opportunity for feedback on how they did and on how they can improve. This will be followed by one-on-one meetings with a vocational counselor. In those sessions they will learn how to apply the learning from the class and set goals for employment, education, and family life. Participants will meet once a week, or more if needed, to work on the issues that are barriers to their employment. Collaboration with the supporting agencies will be maintained to ensure that all of the participant needs are being met and that progress is being made to insure a successful re-entry in the community as a full participant in the economy and cultural life of the city.

RVM has a proven track record of helping participants find meaningful employment, earning at least 50% more than they ever earned before, retaining their job a minimum of six months, and being on the path to a career. RVM will recruit 15 individuals from Racine's gang population in 2020/2021. We expect that 10, or 2/3's of the recruits, will accept the help offered by RVM. These 10 will participate in an intake assessment and 24-hours of training which can be extended to one-on-one counseling and job readiness. The 10 who take the class will be the pool for one-on-one vocational counseling. We expect that this demographic will struggle with the added issues of incarceration, low job skills, and limited work history. We anticipate a 50% success rate at job placement (50% is the number currently used by placement agencies for workers without these impediments) and six-month retention of work or upward mobility in the work force.

In the Solutions for Success classes, role-playing and developing self-awareness is used to help participants do ongoing self-assessment. These skills will be built on the new foundation of prosocial thinking patterns taught and incorporated through the Ohio Risk Assessment System. Vocational Counseling, through one-on-one sessions, is done in congruence with the sound principles of social work as defined in the code of conduct for the National Association of Social Workers. The training and cognitive intervention programs at RVM are routinely evaluated to insure that they are meeting the needs of participants and employers.

#### **Schedules for Providing Services and Activities:**

1. Recruit and provide intake assessments to local gang members.
2. One-on-one, evidence-based cognitive intervention and group training is delivered to intervene in antisocial thinking patterns and build prosocial skills.
3. Enrollment in Solutions for Success, a group life skills and job readiness program.
4. Individual meetings with vocational counselors. Program participants set goals for employment and meet with case managers to address barriers to employment.
5. Referrals are made to community partners to ensure that the needs of the program participants are met.
6. Offering reentry preparation classes at the Racine Youthful Offenders Facility (RYOC) and Racine Correctional Institution (RCI) targeted for Racine reentrants.

#### **Description of Targeted Population:**

40-60 gang members between the ages of 16-24.

#### **Strategies & Outcomes:**

1. Recruit and assess gang members.
2. Provide evidence-based cognitive intervention strategies based on data driven assessments.
3. Provide MRT training to address job readiness and soft skills development.
4. Provide one-on-one vocational counseling that results in job placement and retention strategies to targeted population.
5. Reduce recidivism by 50% against State average.
6. Reduce gun violence within population.
7. Provide monthly detailed spending and activity reports to the Chief of Police.
8. Provide quarterly data to support evidence of progress towards outcomes.

#### **WHY GANGS, LLC (Contracted by SAFE Haven of Racine)**

#### **Qualifications of Organization:**

Why Gangs, Primary Contact: Maurice Horton: 262-770-8377

Over the past three years Why Gangs has emerged as a key resource for those seeking ways of addressing gang issues in the Racine community. Annual conferences have attracted local officials, business, and philanthropic organizations, assisting them in coming together to problem-solve and develop policies around gang issues. Why Gangs also provides training to law enforcement, school administrators, and teachers.

### **Qualifications of Individual:**

Maurice Horton has been the Director of the Gang/Crime Diversion Taskforce for the past 16 years, the program serves at-risk and gang affiliated youth. In addition to his passion for this program, Maurice has also focused his attention on establishing an intense gang awareness consultation firm called Why Gangs LLC. Maurice established this firm to help educate, empower, and strengthen educational institutions, as well as offering consultation services to community agencies. Due to his knowledge of gangs and intense dedication to these programs, he has earned certificates and awards from the following:

- University of Wisconsin Criminal Justice Institute Certificate
- US Department of Transportation Award of Merit
- The Public Service Award from the Circle of Recovery
- Two Racine Police Department Citizen Public Service Awards
- The Wisconsin Association of Runaway Services Award
- Certificate of Appreciation from the Ethan Allen School for Boys
- The National Emergency Training Center Certificate of Achievement in Maryland
- Neighborhood Watch Appreciation Award
- The Midwest Gang Investigators of Fort Wayne, Indiana, Certificate
- Three Arkansas Travel's Award Recognition from the Arkansas Coalition of Juvenile Justice
- The Ren Svanoe Youth Leadership Award from the state of Wisconsin, one of the highest awards in the state to be received by any single individual
- The Sustainable Racine Award in December 2004
- Racine Administrator Association Friend of Education Award
- Certificate of Appreciation from the International Latino Gang Investigators Association

In addition, to these accomplishments Mr. Horton also has presented at the following conferences:

- Coalition for Juvenile Justice Ethnic & Culture Diversity Training Conference-Atlanta, GA 2002
- Great Lakes International Gang Investigators Coalition-Madison, WI 2003
- Know Gangs.com Midwest Gang National Conference-Milwaukee, WI 2004
- Wisconsin Association of Runaway Services Annual Conference-Door County, WI 2005
- Child Welfare League of America National Conference-Miami, FL 2005
- Promising Practices for School-Based Gang Prevention & Intervention 2nd Annual Conference-Cincinnati, OH 2005
- Attorney's General Law Enforcement Gun Gangs and Violence Conference-Appleton, WI 2005-06
- 11th Annual DMC Conference-New Orleans, LA 2006
- Arkansas Coalition of Juvenile Justice Conference-Little Rock, AR 2003, 2004, 2005, 2006, 2007, 2008, 2009, and 2010
- United States Attorney Office Anti-Gang Summit-Waukesha, WI 2006
- Racine Unified School District Safety and Security Seminar-Racine, WI 2006
- Racine Unified School District Institute Day-Racine, WI 2007 and 2008
- The Circle of Outreach: Street Outreach Conference-Farmington, MN 2007
- International Latino Gang Investigators Association Conference-Madison, WI 2007
- Racine Correctional Facility Black History Summit-Racine WI 2008
- Anti-Gang Summit United States Attorney's Office-Milwaukee, WI 2009, 2010, 2011, and 2012

Mr. Horton has been recognized as a great motivational speaker and educator.

### **Qualifications of the Organization:**

Why Gangs LLC mission is to provide quality training and consulting services to law enforcement,

corrections, and educational entities in the area of street gang awareness, activity, and identification. Why Gangs LLC trainings/workshops have emerged as a key theme for those seeking ways of addressing increasingly complex issues facing our Racine community. These trainings/workshops are designed to provide communities, local officials, businesses, and philanthropic organizations with up-to-date skills to combat these issues arising in the urban Racine community.

### **Why Gangs Street Outreach Program Overview:**

According to the 2009 study of the National Council on Crime and Delinquency, street outreach has re-emerged as an important component of comprehensive gang control strategies. Communities throughout the nation are implementing outreach programs. Why Gangs is recommending a Street Outreach program to fill a gap in services in the Comprehensive Gang Model in Racine. The program will reach out to the targeted population and link the population to services available to the community and to mainstream institutions that youth may be skeptical of.

### **Why Gangs Street Outreach Program Goal:**

Why Gangs will model its Street Outreach program after Stockton's Operation Peacekeeper Program, an evidence-based, award-winning program that aims to use outreach workers in collaborations with government and community-based organizations to: reduce gang related violence, reach out to at-risk and gang-involved youth, and provide the resources necessary for youth to abstain from a gang lifestyle and become productive members of society.

**Target Population:** The Street Outreach Program will reach out to at-risk and gang involved youth between the ages of 10-18 in the neighborhoods surrounding the targeted community centers.

### **Strategy:**

Street Outreach workers reach out to youth ages 10-18 in neighborhood settings, particularly in schools, street corners, and apartment complexes where at-risk and gang involved youth are found.

- The outreach workers are designated to certain geographic zones and outreach to areas surrounding the community centers and focus on calming gang tensions and addressing the aftermath of any incident that may occur.
- Outreach workers form mentoring relationships with youth. They become role models for youth and work hard to assess and connect them with appropriate resources, including: educational resources, keeping youth in school, and assisting youth in returning to schools.
- Outreach workers will also conduct home visits to their client's families.
- Outreach workers will also respond to crisis situations to prevent the escalation of violence and future retaliation.
- Outreach workers will assess youth and connect them to appropriate services and resources, such as schools, counseling, job referral, drug and alcohol treatment, and other social services.

### **Role of the Outreach Worker:**

Reach out to gang-involved youth in the target area and to recruit and retain them in the project by providing access to resources, pro-social role modeling, and encouragement. As members of the newly formed Racine Gang Collaborative Intervention Team, outreach workers provide information that helps the entire team gain a better understanding of what is going on with the target population and in the target area so that team interactions with gang members will be more informed. Outreach workers will fill in blanks for others on the team who may not be as familiar with the individuals or groups being targeted.

### **Tasks routinely performed by outreach workers include:**

- Identifying youths' needs and goals to help the team develop a more comprehensive intervention plan.
- Coaching and providing role models for each youth.
- Coordinating appropriate crisis responses to project clients following episodes of violence in the community.
- Providing assistance to families in distress, ranging from accessing basic services to helping resolve

- family conflicts.
- Visiting clients who are incarcerated and helping to reconnect them to services when they are released from custody.
- Resolving conflicts and/or mediating between clients, their families, other youth, and/or agencies.
- Acting as a liaison between project clients and service providers/schools to facilitate client access to services.
- Refer clients to the Racine County Workforce Development Center or Racine Vocational Ministry for employment services; including, helping these youth develop resumes, identifying their skills and qualifications, helping them apply for jobs, or work with workforce services programs.
- Conducting gang awareness presentations in schools.

**Program Outcomes:**

1. A reduction in youth-related homicides and violence through intervention and prevention.
2. A creation of a long-term relationship between the outreach worker and at-risk/gang involved youth.
3. The increased perception of safety in the designated zones.
4. Increased engagement of targeted youth in community-based programs and services.
5. Reduction in the number/percentage of youth with a new offense.
6. Reduction of number/percentage of youth who re-offend.
7. The development and continuance of street level gang intelligence in an effort to prevent, intervene, and reduce street level gang crime and violence.
8. The communication of developed street level gang intelligence to law enforcement partners to assist in the prevention, suppression, and reduction of street level gang crime and violence.
9. Prevent gang participation by referring teenage gang members and fringe members to the Racine County Workforce Development Center Youth Employment Program.

Provide monthly detailed spending and activity reports to the Chief of Police.

**Problem Description**

**Section Response: \***

Census Tracts 1 through 5 in the City of Racine are densely populated neighborhoods located near the shores of Lake Michigan. The areas are primarily residential, with small pockets of commercial and industrial properties. This community is rich in ethnic and cultural diversity, with property values ranging from \$15,000 to \$300,000 and beyond (near Lake Michigan).

During the early 1990's, the emergence of organized street gangs, drug trafficking, and the violence often associated with these negative forces, contributed to the decay of area neighborhoods. While Part I Crime has been significantly reduced since the mid-1990s, our community continues to struggle with youth-related criminal activity, most notably, youth gang involvement.

The adverse impact of gang activity, violence, and related drug trafficking remains an area of concern locally. Attempted homicides, assaults, and other serious crimes can be directly connected to local gang activity.

The concept of "broken windows" best described the state of target areas during the early 1990's, as these communities were abandoned in many respects. The gradual departure of responsible residents left these areas ripe to be "claimed" by the criminal element. Street corners became drive-through drug havens, accelerating the decline of these areas. Complicating this problem was the feeling of apathy among those residents who elected (or were forced through economics) to stay in this area. Many of these residents felt trapped in this environment with no way out.

Additional resources are required to build on the statistical reduction of Part I Crimes, most notably, additional work is required in the area of youth delinquency intervention strategies.

The majority of children in Census Tracts 1-5, the City of Racine's high poverty neighborhoods, do not attend a neighborhood school, but are bused to suburban schools for racial and economic desegregation, disconnecting them from their neighborhoods and community. Children on the same block often attend different schools; friendships are lost and children feel isolated. Many of these youth are raised in households with three generations of gang affiliation, and the attraction of the gang to these children is its sense of 'belonging'. Just as many people grow up with a "red" or "blue" political affiliation, these children develop an affinity to "red" for the Vice Lord nation and "blue" for the Gangster Disciple nation. Placing them together in distant schools creates volatile environments, fostering the spread of gang affiliation into the suburbs. The Racine Police Department reports that there are three sets of Vice Lords, five sets of Black Gangster Disciples, and four Hispanic gangs, including the Latin Kings. In addition, the department's Gang Unit notes that 5% of the population of Racine are gang members or have gang affiliations and that these figures are on the rise. Also rising is the blatant gang activity in Racine, as well as the violent crime that stems from the gang members who are emboldened by the perceived autonomy and anonymity of the gang organization.

Local law enforcement has developed estimates regarding Racine street gangs. They believe that conservatively there are 900 to 1000 actual gang members in 11 different recognized gangs in Racine. These officers also estimate that there are an additional 4,000 to 6,000 associate or affiliate gang members. Estimates indicate that the majority of these individuals reside within the City of Racine, with the rest from the Villages of Mount Pleasant and Caledonia. These estimates and numbers are believed to be cautious. The National Gang Intelligence Center in Washington DC published a document titled the 2009 National Gang Threat Assessment. This publication shows Racine County as having an estimated gang membership of about

3,500. This estimate is higher than that used by local law enforcement, but it includes those designated as affiliate members.

In its efforts to build a coordinated system and begin to implement the Comprehensive Gang Model, the Mayor's Office has partnered with Racine Vocational Ministry and Why Gangs, to increase their capacity to provide best practice and evidence-based programming. During this program cycle we are proposing a targeted neighborhood approach, fill gaps in services, and continue to coordinate in order to integrate programming. We will follow the strategies laid out in the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model:

- **Community Mobilization:** We will continue to involve our local citizens, community groups, and agencies to coordinate programming and staff functions in a concerted effort across agencies in order to efficiently address gang issues in Racine.
- **Opportunities Provision:** We will continue to provide and develop a variety of education, training, and employment programs targeting gang-involved youth in cooperation with our partner organizations.
- **Social Intervention:** We will continue to provide and improve reaching out to gang-involved youth and their families by linking them with needed services and integrating them into societal norms via our partner organizations and cooperative efforts.
- **Suppression:** We will continue to collaborate with our partner organizations to institute formal and informal social control procedures, including interdiction, close supervision, and monitoring of gang-involved youth by law enforcement, agencies of the juvenile/criminal justice system, as well as, by community-based agencies, schools, and grassroots groups.
- **Organizational Change and Development:** We will continue to develop and implement policies and procedures that result in the most effective, efficient, and innovative use of available and potential resources, in cooperation with partner agencies and organizations, to better address the gang problem.

#### **Target Neighborhood:**

We have targeted the vulnerable neighborhoods surrounding the Tyler-Domer, George Bray, John Bryant, Martin Luther King, and Cesar Chavez Community Centers, known as Census Tracts 1-5. These neighborhoods were selected because there are over 3,000 middle school youth residing or attending schools in those neighborhoods. In these neighborhoods exists the highest concentration of low income and unemployed populations. Census Tracts 1-5 are defined as "extreme poverty areas" by the U.S. Census Bureau. Census Tract 1 has a 30.5% poverty rate; Census Tract 2 has a 26.0% poverty rate; Census Tract 3 has a 31.2% poverty rate; Census Tract 4 has a 49.2% poverty rate, and Census Tract 5 has a 36.1% poverty rate (2006-2010 U.S. Census Bureau American Factfinder American Survey). About 73% of Census Tracts 1-5 residents are African American or Hispanic. Additionally, academic outcomes for youth residing in these neighborhoods include: high dropout rates, high truancy rates, and low achievement. Without intervention, these youth remain susceptible to the seduction of the gang life and violence; without assistance, their future is nothing but bleak.

#### **Proposed Programming:**

The City will sub-grant this contract to two capable organizations that have a long history of working with "at risk" populations in our community in order to improve the quality of life and future for these populations. The Mayor's Office will be responsible for convening monthly meetings with all youth-serving providers to facilitate coordination. These sub-grantees are also representative of many anti-gang strategies in our community and include:

- Racine Vocational Ministry
- SAFE Haven of Racine

The collaborative was formed to provide wrap-around services to make a positive impact on the multi-faceted problem of gang activity in the Racine community. An oversight committee will be formed to review the monthly programming and expenditure reports on a regular basis to provide accountability for the sub-grant organizations.

#### **RACINE VOCATIONAL MINISTRY (RVM)**

## **Qualifications of Organization:**

Racine Vocational Ministry (RVM) Primary Contact-James Schatzman Executive Director, (262) 633-8660

RVM has been a leader in Racine's Re-Entry programming since 2005. The Re-entry program is an on-going project aimed at reducing recidivism among violent offenders released from state and federal prisons who have committed one of the following: violent crime, significant drug dealing, gang-related behaviors, and commission of a crime with a gun.

## **Individual Responsible for Oversight and Implementation:**

James Schatzman, founder of RVM – James is a founding member of the reentry programming in Racine and has worked with violent criminals through the organization's partnership in the Second Chance Program since 2005. He co-facilitates the City's Reentry Coalition with the Mayor's staff and instituted Racine's first evidence based nonprofit program to serve reentrants in Racine. He also serves on the regional Project Safe Neighborhood Task Force which is convened at the US Attorney's Office in Milwaukee and has been on the design team for each of the regional Anti-Gang Summits, also presented by the US Attorney's office.

Heather Bennett – Heather, Second Chance Program Coordinator, has worked in Reentry since 2014. She has an associate's degree in human services and is a senior at Upper Iowa University in human services. She coordinates the use of evidence-based assessments and best practice cognitive intervention techniques when working with those returning from prison. She has been certified as a trainer by the University of Cincinnati in the use of the Ohio Risk Assessment System (ORAS), one of the country's leading assessments for understanding the risks and needs of individual participants with criminal backgrounds. She is also a state certified drug and alcohol counselor (SAC). As a native of Racine County, Heather understands the needs many people face in our community when touched by crime, addiction, and incarceration. Heather is passionate about her opportunities to meet with individuals in prisons, jails and other institutions. Her goal is to positively reconnect individuals back to their families and the community. She is fully devoted to helping others make progress toward developing and maintaining pro-social relationships with family, friends, and community through support, outreach and assistance.

Hope Wesley-Early – Hope began her work with RVM in 2018. She is a certified Alcohol and Drug Counselor and a trainer of the evidence-based Moral Reconnection Therapy (MRT). She is a recent graduate of Carthage College with a Bachelor of Arts with a concentration of Social Work and a minor in Religious Studies. Prior to Carthage, Hope attended Gateway Technical College and graduated with an Associate Degree in Applied Science in Human Service. She is presently working on her Master's Degree. She has three years of experience working in the field of AODA recovery and has been running MRT and AODA classes for RVM and the Kenosha Correctional Center for three years.

Lorianne Life – Lori received her degree in mathematics from Albany State University and taught GED/HSED classes for eight years in the Washington State Penitentiary in Davisboro, GA. Her ability to work with troubled youth and post incarceration adults is her expertise. She leads, teaches and designs RVM's training programs under the title "Solutions For Success", to help individuals learn the basics of job search, job retention, anger management, team building, and the US business culture. Lori has been doing this work at RVM since 2004.

Each reentrant will be assessed using the evidence-based Ohio Risk Assessment System's Community Supervision Tool (CST). The CST will be used to assess the level of antisocial thinking patterns (needs) and the likelihood of recidivating (risk) at the point of release from prison. Every six-months the participant will be reassessed to determine progress in reducing antisocial attitudes and behaviors and how case management strategies need to be adjusted to meet the data driven needs of each individual participants need and risk scores. RVM will track the dual program goals of 1) reducing community barriers and 2) reducing the risk of recidivating. RVM will also use group trainings in Moral Reconnection Therapy (MRT) in addition to other programming to increase skills in moral reasoning and building cognition around ethical (pro-social) behavior.

RVM also offers Solutions for Success training. As part of Solutions for Success, they will learn about the US business culture, how to fill out applications, how to address negative life issues in the interview, and other soft skills. A special emphasis is given to interviewing. Human Resource professionals from Racine



regularly offer their services to our participants. They participate in mock interviews and are then given an opportunity for feedback on how they did and on how they can improve. This will be followed by one-on-one meetings with a vocational counselor. In those sessions they will learn how to apply the learning from the class and set goals for employment, education, and family life. Participants will meet once a week, or more if needed, to work on the issues that are barriers to their employment. Collaboration with the supporting agencies will be maintained to ensure that all of the participant needs are being met and that progress is being made to insure a successful re-entry in the community as a full participant in the economy and cultural life of the city.

RVM has a proven track record of helping participants find meaningful employment, earning at least 50% more than they ever earned before, retaining their job a minimum of six months, and being on the path to a career. RVM will recruit 15 individuals from Racine's gang population in 2020/2021. We expect that 10, or 2/3's of the recruits, will accept the help offered by RVM. These 10 will participate in an intake assessment and 24-hours of training which can be extended to one-on-one counseling and job readiness. The 10 who take the class will be the pool for one-on-one vocational counseling. We expect that this demographic will struggle with the added issues of incarceration, low job skills, and limited work history. We anticipate a 50% success rate at job placement (50% is the number currently used by placement agencies for workers without these impediments) and six-month retention of work or upward mobility in the work force.

In the Solutions for Success classes, role-playing and developing self-awareness is used to help participants do ongoing self-assessment. These skills will be built on the new foundation of prosocial thinking patterns taught and incorporated through the Ohio Risk Assessment System. Vocational Counseling, through one-on-one sessions, is done in congruence with the sound principles of social work as defined in the code of conduct for the National Association of Social Workers. The training and cognitive intervention programs at RVM are routinely evaluated to insure that they are meeting the needs of participants and employers.

#### **Schedules for Providing Services and Activities:**

1. Recruit and provide intake assessments to local gang members.
2. One-on-one, evidence-based cognitive intervention and group training is delivered to intervene in antisocial thinking patterns and build prosocial skills.
3. Enrollment in Solutions for Success, a group life skills and job readiness program.
4. Individual meetings with vocational counselors. Program participants set goals for employment and meet with case managers to address barriers to employment.
5. Referrals are made to community partners to ensure that the needs of the program participants are met.
6. Offering reentry preparation classes at the Racine Youthful Offenders Facility (RYOC) and Racine Correctional Institution (RCI) targeted for Racine reentrants.

#### **Description of Targeted Population:**

40-60 gang members between the ages of 16-24.

#### **Strategies & Outcomes:**

1. Recruit and assess gang members.
2. Provide evidence-based cognitive intervention strategies based on data driven assessments.
3. Provide MRT training to address job readiness and soft skills development.
4. Provide one-on-one vocational counseling that results in job placement and retention strategies to targeted population.
5. Reduce recidivism by 50% against State average.
6. Reduce gun violence within population.
7. Provide monthly detailed spending and activity reports to the Chief of Police.
8. Provide quarterly data to support evidence of progress towards outcomes.

#### **WHY GANGS, LLC (Contracted by SAFE Haven of Racine)**

#### **Qualifications of Organization:**

Why Gangs, Primary Contact: Maurice Horton: 262-770-8377

Over the past three years Why Gangs has emerged as a key resource for those seeking ways of addressing gang issues in the Racine community. Annual conferences have attracted local officials, business, and philanthropic organizations, assisting them in coming together to problem-solve and develop policies around gang issues. Why Gangs also provides training to law enforcement, school administrators, and teachers.

### **Qualifications of Individual:**

Maurice Horton has been the Director of the Gang/Crime Diversion Taskforce for the past 16 years, the program serves at-risk and gang affiliated youth. In addition to his passion for this program, Maurice has also focused his attention on establishing an intense gang awareness consultation firm called Why Gangs LLC. Maurice established this firm to help educate, empower, and strengthen educational institutions, as well as offering consultation services to community agencies. Due to his knowledge of gangs and intense dedication to these programs, he has earned certificates and awards from the following:

- University of Wisconsin Criminal Justice Institute Certificate
- US Department of Transportation Award of Merit
- The Public Service Award from the Circle of Recovery
- Two Racine Police Department Citizen Public Service Awards
- The Wisconsin Association of Runaway Services Award
- Certificate of Appreciation from the Ethan Allen School for Boys
- The National Emergency Training Center Certificate of Achievement in Maryland
- Neighborhood Watch Appreciation Award
- The Midwest Gang Investigators of Fort Wayne, Indiana, Certificate
- Three Arkansas Travel's Award Recognition from the Arkansas Coalition of Juvenile Justice
- The Ren Svanoe Youth Leadership Award from the state of Wisconsin, one of the highest awards in the state to be received by any single individual
- The Sustainable Racine Award in December 2004
- Racine Administrator Association Friend of Education Award
- Certificate of Appreciation from the International Latino Gang Investigators Association

In addition, to these accomplishments Mr. Horton also has presented at the following conferences:

- Coalition for Juvenile Justice Ethnic & Culture Diversity Training Conference-Atlanta, GA 2002
- Great Lakes International Gang Investigators Coalition-Madison, WI 2003
- Know Gangs.com Midwest Gang National Conference-Milwaukee, WI 2004
- Wisconsin Association of Runaway Services Annual Conference-Door County, WI 2005
- Child Welfare League of America National Conference-Miami, FL 2005
- Promising Practices for School-Based Gang Prevention & Intervention 2nd Annual Conference-Cincinnati, OH 2005
- Attorney's General Law Enforcement Gun Gangs and Violence Conference-Appleton, WI 2005-06
- 11th Annual DMC Conference-New Orleans, LA 2006
- Arkansas Coalition of Juvenile Justice Conference-Little Rock, AR 2003, 2004, 2005, 2006, 2007, 2008, 2009, and 2010
- United States Attorney Office Anti-Gang Summit-Waukesha, WI 2006
- Racine Unified School District Safety and Security Seminar-Racine, WI 2006
- Racine Unified School District Institute Day-Racine, WI 2007 and 2008
- The Circle of Outreach: Street Outreach Conference-Farmington, MN 2007
- International Latino Gang Investigators Association Conference-Madison, WI 2007
- Racine Correctional Facility Black History Summit-Racine WI 2008
- Anti-Gang Summit United States Attorney's Office-Milwaukee, WI 2009, 2010, 2011, and 2012

Mr. Horton has been recognized as a great motivational speaker and educator.

### **Qualifications of the Organization:**

Why Gangs LLC mission is to provide quality training and consulting services to law enforcement, corrections, and educational entities in the area of street gang awareness, activity, and identification. Why Gangs LLC trainings/workshops have emerged as a key theme for those seeking ways of addressing increasingly complex issues facing our Racine community. These trainings/workshops are designed to provide communities, local officials, businesses, and philanthropic organizations with up-to-date skills to combat these issues arising in the urban Racine community.

### **Why Gangs Street Outreach Program Overview:**

According to the 2009 study of the National Council on Crime and Delinquency, street outreach has re-emerged as an important component of comprehensive gang control strategies. Communities throughout the nation are implementing outreach programs. Why Gangs is recommending a Street Outreach program to fill a gap in services in the Comprehensive Gang Model in Racine. The program will reach out to the targeted population and link the population to services available to the community and to mainstream institutions that youth may be skeptical of.

### **Why Gangs Street Outreach Program Goal:**

Why Gangs will model its Street Outreach program after Stockton's Operation Peacekeeper Program, an evidence-based, award-winning program that aims to use outreach workers in collaborations with government and community-based organizations to: reduce gang related violence, reach out to at-risk and gang-involved youth, and provide the resources necessary for youth to abstain from a gang lifestyle and become productive members of society.

Target Population: The Street Outreach Program will reach out to at-risk and gang involved youth between the ages of 10-18 in the neighborhoods surrounding the targeted community centers.

### **Strategy:**

Street Outreach workers reach out to youth ages 10-18 in neighborhood settings, particularly in schools, street corners, and apartment complexes where at-risk and gang involved youth are found.

- The outreach workers are designated to certain geographic zones and outreach to areas surrounding the community centers and focus on calming gang tensions and addressing the aftermath of any incident that may occur.
- Outreach workers form mentoring relationships with youth. They become role models for youth and work hard to assess and connect them with appropriate resources, including: educational resources, keeping youth in school, and assisting youth in returning to schools.
- Outreach workers will also conduct home visits to their client's families.
- Outreach workers will also respond to crisis situations to prevent the escalation of violence and future retaliation.
- Outreach workers will assess youth and connect them to appropriate services and resources, such as schools, counseling, job referral, drug and alcohol treatment, and other social services.

### **Role of the Outreach Worker:**

Reach out to gang-involved youth in the target area and to recruit and retain them in the project by providing access to resources, pro-social role modeling, and encouragement. As members of the newly formed Racine Gang Collaborative Intervention Team, outreach workers provide information that helps the entire team gain a better understanding of what is going on with the target population and in the target area so that team interactions with gang members will be more informed. Outreach workers will fill in blanks for others on the team who may not be as familiar with the individuals or groups being targeted.

### **Tasks routinely performed by outreach workers include:**

- Identifying youths' needs and goals to help the team develop a more comprehensive intervention plan.
- Coaching and providing role models for each youth.
- Coordinating appropriate crisis responses to project clients following episodes of violence in the community.

- Providing assistance to families in distress, ranging from accessing basic services to helping resolve family conflicts.
- Visiting clients who are incarcerated and helping to reconnect them to services when they are released from custody.
- Resolving conflicts and/or mediating between clients, their families, other youth, and/or agencies.
- Acting as a liaison between project clients and service providers/schools to facilitate client access to services.
- Refer clients to the Racine County Workforce Development Center or Racine Vocational Ministry for employment services; including, helping these youth develop resumes, identifying their skills and qualifications, helping them apply for jobs, or work with workforce services programs.
- Conducting gang awareness presentations in schools.

**Program Outcomes:**

1. A reduction in youth-related homicides and violence through intervention and prevention.
2. A creation of a long-term relationship between the outreach worker and at-risk/gang involved youth.
3. The increased perception of safety in the designated zones.
4. Increased engagement of targeted youth in community-based programs and services.
5. Reduction in the number/percentage of youth with a new offense.
6. Reduction of number/percentage of youth who re-offend.
7. The development and continuance of street level gang intelligence in an effort to prevent, intervene, and reduce street level gang crime and violence.
8. The communication of developed street level gang intelligence to law enforcement partners to assist in the prevention, suppression, and reduction of street level gang crime and violence.
9. Prevent gang participation by referring teenage gang members and fringe members to the Racine County Workforce Development Center Youth Employment Program.

Provide monthly detailed spending and activity reports to the Chief of Police.

**Problem Description**

**Section Response: \***

Census Tracts 1 through 5 in the City of Racine are densely populated neighborhoods located near the shores of lake Michigan. The areas are primarily residential, with small pockets of commercial and industrial properties. This community is rich in ethnic and cultural diversity, with property values ranging from \$15,000 to \$300,000 and beyond (near lake Michigan).

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The adverse impact of gang activity, violence, and related drug trafficking remains an area of concern locally. Attempted homicides, assaults, and other serious crimes can be directly connected to local gang activity.

The concept of "broken windows" best described the state of target areas during the early 1990's, as these communities were abandoned in many respects. The gradual departure of responsible residents left these areas ripe to be "claimed" by the criminal element. Street corners became drive through drug havens, accelerating the decline of these areas. Complicating this problem was the feeling of apathy among those residents who elected (or were forced through economics) to stay in this area. Many of these residents felt trapped in this environment with no way out.

Additional resources are required to build on the statistical reduction of Part I Crimes, most notably, additional work is required in the area of youth delinquency intervention strategies.

PROJECT NARRATIVE - RELATED ATTACHMENTS:

<u><b>File Name</b></u>	<u><b>File Description</b></u>
RVM Gang Diversion MAR 2022.pdf	RVM Qtr 3
SAFE Haven of Racine 3rd Q report.docx	Safe Haven Qtr 3

**C PROBLEM DESCRIPTION**

Detail the nature and scope of the problem the project will address, solve, or diminish. Local data should be used to provide evidence the problem exists, demonstrate the size and scope of the problem, and document the effects of the problem on the target population and the community.

Please include the operational definition used for “gang involvement” and “gang activity” as well as a complete description of the program or project activities. Specific data representing the number of youth gang members and the number of crimes identified as “gang related” must be included.

Please describe any previous or current attempts to address the problem and explain why they did or did not work.

Describe any unique factors about your community impacting the problem and the design of this proposed response. In addition, describe your proposed target population and link the population to research and evidence-based practice.

## RESPONSE:

Census Tracts 1 through 5 in the City of Racine are densely populated neighborhoods located near the shores of lake Michigan. The areas are primarily residential, with small pockets of commercial and industrial properties. This community is rich in ethnic and cultural diversity, with property values ranging from \$15,000 to \$300,000 and beyond (near lake Michigan).

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## PROBLEM DESCRIPTION - RELATED ATTACHMENTS:

### **File Name**

### **File Description**

## D GOALS AND OBJECTIVES

List your project goals. Below each goal, list objectives and performance measures that apply to your initiative. The goals, objectives and performance measures should be SMART (specific, measurable, attainable, realistic, and time-bound).

Example: Gang membership among 12–14-year-old boys will be reduced by 30% by June 30, 2023 compared to 2022.

For each goal, provide the following information:

- Description of how the goal is related to reducing youth involvement in gang activities and violence
- Specific and quantifiable objectives that you will measure during the project and will serve as indicators of goal achievement
- Specific data elements will be requested in the quarterly program report that will be directly related to the

### RESPONSE:

Below are some of the goals and objectives of our request:

Recruit and provide intake assessments to local gang members.

Provide one-on-one, evidence-based cognitive intervention and group training is delivered to intervene in antisocial thinking patterns and build prosocial skills.

Enroll members in Solutions for Success, a group life skills and job readiness program.

Conduct Individual meetings with vocational counselors. Program participants set goals for employment and meet with case managers to address barriers to employment.

Make referrals to community partners to ensure that the needs of the program participants are met.

Offer reentry preparation classes at the Racine Youthful Offenders Facility (RYOC) and Racine Correctional Institution (RCI) targeted for Racine reentrants.

Recruit and assess gang members.

Provide evidence-based cognitive intervention strategies based on data driven assessments.

Provide MRT training to address job readiness and soft skills development.

Provide one-on-one vocational counseling that results in job placement and retention strategies to targeted population.

Reduce recidivism by 50% against State average.

Reduce gun violence within population.

Provide monthly detailed spending and activity reports to the Chief of Police.

Provide quarterly data to support evidence of progress towards outcomes.

A reduction in youth-related homicides and violence through intervention and prevention.

A creation of a long-term relationship between the outreach worker and at-risk/gang involved youth.

The increased perception of safety in the designated zones.

Increased engagement of targeted youth in community-based programs and services.



Reduction in the number/percentage of youth with a new offense.

Reduction of number/percentage of youth who re-offend.

The development and continuance of street level gang intelligence in an effort to prevent, intervene, and reduce street level gang crime and violence.

The communication of developed street level gang intelligence to law enforcement partners to assist in the prevention, suppression, and reduction of street level gang crime and violence.

Prevent gang participation by referring teenage gang members and fringe members to the Racine County Workforce Development Center Youth Employment Program

**The Goals and Objectives will be achieved through the below means. Quarterly reports will measure how the specific goals and objectives are being met.**

Street Outreach workers reach out to youth ages 10-18 in neighborhood settings, particularly in schools, street corners, and apartment complexes where at-risk and gang involved youth are found.

- The outreach workers are designated to certain geographic zones and outreach to areas surrounding the community centers and focus on calming gang tensions and addressing the aftermath of any incident that may occur.
- Outreach workers form mentoring relationships with youth. They become role models for youth and work hard to assess and connect them with appropriate resources, including: educational resources, keeping youth in school, and assisting youth in returning to schools.
- Outreach workers will also conduct home visits to their client's families.
- Outreach workers will also respond to crisis situations to prevent the escalation of violence and future retaliation.
- Outreach workers will assess youth and connect them to appropriate services and resources, such as schools, counseling, job referral, drug and alcohol treatment, and other social services.

Reach out to gang-involved youth in the target area and to recruit and retain them in the project by providing access to resources, pro-social role modeling, and encouragement. As members of the newly formed Racine Gang Collaborative Intervention Team, outreach workers provide information that helps the entire team gain a better understanding of what is going on with the target population and in the target area so that team

interactions with gang members will be more informed. Outreach workers will fill in blanks for others on the team who may not be as familiar with the individuals or groups being targeted.

- Identifying youths' needs and goals to help the team develop a more comprehensive intervention plan.
- Coaching and providing role models for each youth.
- Coordinating appropriate crisis responses to project clients following episodes of violence in the community.
- Providing assistance to families in distress, ranging from accessing basic services to helping resolve family conflicts.
- Visiting clients who are incarcerated and helping to reconnect them to services when they are released from custody.
- Resolving conflicts and/or mediating between clients, their families, other youth, and/or agencies.
- Acting as a liaison between project clients and service providers/schools to facilitate client access to services.
- Refer clients to the Racine County Workforce Development Center or Racine Vocational Ministry for employment services; including, helping these youth develop resumes, identifying their skills and qualifications, helping them apply for jobs, or work with workforce services programs.
- Conducting gang awareness presentations in schools.

#### GOALS AND OBJECTIVES - RELATED ATTACHMENTS:

<u>File Name</u>	<u>File Description</u>
RVM Gang Diversion MAR 2022.pdf	RVM Qtr 3
SAFE Haven of Racine 3rd Q report.docx	Safe Haven Qtr 3

#### 14. Approval Checklist:

- A. Have you, the grant recipient, had any discrimination findings after a due process hearing on the basis of race, color, religion, national origin or sex within the last 5 years? (federal EEOP required response)
- ☐ Yes
- ☒ No
- B. If yes, have the discrimination findings been reported to the Office of Civil Rights as required for all recipients of Federal funds? (see <http://www.ojp.usdoj.gov/ocr/>). If no, a copy should be forwarded to: Wisconsin Department of Justice, Attn: EEOP, 17 West Main Street, PO Box 7857, Madison, WI 53707-7857 (federal EEOP required response)
- ☐ Yes
- ☐ No

☒ N/A

C. Have you utilized the DOJ Administrative Guide located on the DOJ website? (grants-admin-guide-2018.pdf)

☐ Yes

☒ No

D. Would you like someone from DOJ to contact you?

☐ Yes

☒ No

E. Are you a state or local government agency; AND have 50 or more employees; AND applying for \$25,000 or more? If yes, you are required to prepare and implement an Equal Employment Opportunity Plan (EEOP) or Certification form (if applicable). A copy of your EEOP federal approval letter must be submitted to DOJ. (More information may be found at <http://www.doj.state.wi.us/grants/grantee-civil-rights-information>) (federal EEOP required response)

☒ Yes

☐ No

☐ N/A

F. If this application is \$25,000 or more, did your business or organization (including parent organization, all branches, and all affiliates worldwide) receive in the previous fiscal year (1) 80% or more of your annual gross revenues in US federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?; AND (2) \$25,000,000 or more in annual gross revenues from US federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements? (required by The Federal Funding Accountability and Transparency Act)

☐ Yes

☒ No

☐ N/A

G. If you answered yes to the previous question, does the public have access to information about the compensation of the senior executives in your business or organization (including parent organization, all branches, and all affiliates worldwide) through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986? If you answered no to the first part of this question; you must attach to this application the full names and compensation of the top 5 highly compensated individuals of your organization as required by The Federal Funding Accountability and Transparency Act.

☐ Yes

☒ No

☐ N/A

15. **Attachments:**

List of Attachments required for submission of this Application for funding:

**Section:** Goals and Objectives

<b><u>File Name</u></b>	<b><u>File Description</u></b>
RVM Gang Diversion MAR 2022.pdf	RVM Qtr 3
SAFE Haven of Racine 3rd Q report.docx	Safe Haven Qtr 3

**Section:** Project Narrative

<b><u>File Name</u></b>	<b><u>File Description</u></b>
RVM Gang Diversion MAR 2022.pdf	RVM Qtr 3
SAFE Haven of Racine 3rd Q report.docx	Safe Haven Qtr 3