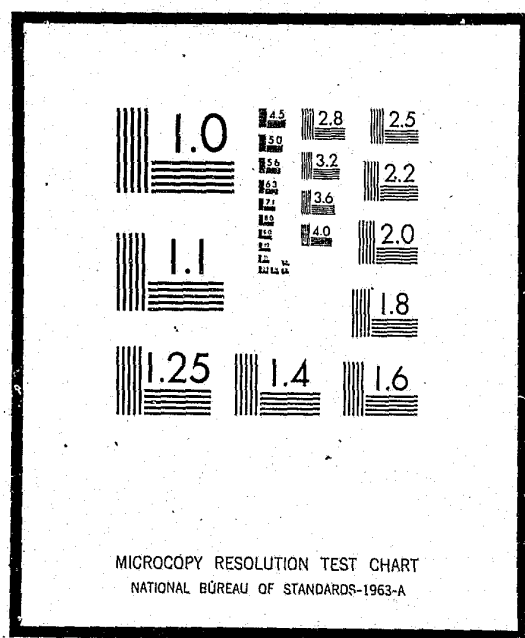


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SAFE STREETS, INC. —  
Summary Progress Report  
Phase II--71-DF-459  
(Final Report, Phase II)

July 1, 1970 to August 31, 1971

Initial Project: Grant #DF-014 (Phase I)  
Continuation Project: Grant #DF-459 (Phase II)

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2.1 Safe Streets, Inc. Project Summary

The Safe Streets, Inc. year II project summary is stated herein, lucidly and succinctly for the readers perusal.

The subgrantee of record, the Philadelphia District Attorney's Office, requested and received approval of a continuation grant under Title I of the Omnibus Crime Control and Safe Streets Act of 1968, totaling (\$202,215) for the conduct and administration of Phila. Emergency Juvenile Control Project. The local matching funds were provided by the Phila. Urban Coalition. This request for continuation of Grant No. DF-014 is designed to develop a sense of responsible concern for self and society on the part of juvenile gang youngsters in two of Philadelphia's impoverished areas. These are areas of the city plagued with persistent unemployment, dependence on public assistance, over-crowded, unsanitary and inadequate housing, crime, and delinquency, disease, disability, school dropouts and many violent juvenile gangs. The underlying goals of this project are to reduce juvenile gang violence and discourage juvenile motivation for, and participation in civil disorder and riots. The target group of this project was to reach at least fifteen (15) of the approximately seventy-five (75) violent gangs in Philadelphia. In order to accomplish these goals, Safe Streets, Inc. committed its priorities to increase their services in the following areas:

- (1) job opportunities
- (2) helping to overcome the large degree of functional illiteracy
- (3) provide job referrals, and counseling
- (4) using guidance, group inter-action techniques, instill a more mature, socially responsible attitude and behavior pattern on the part of youth in conflict.

To facilitate the operations of the here-to-forementioned objectives, Safe Streets, Inc. secured leases of and renovated Centers located within gang "turfs" in both North Phila. and West Phila. The administrative headquarters for the project is housed at 1512 Walnut St. - Philadelphia.

The gangs identified that are indigenous to and provided services by the West Phila. Center, 249 S. 60th Street are:

1. "58th and Osage Avenue"
2. "The Moon Gang" (60th & Arch Sts.)
3. "The Barberry Coast" (56th & Ludlow Sts.)
4. "50th & Woodland Ave."

Significant of mention is the fact that the Center has been designated "neutral territory" by the groups participating in the Center's programs, however, "58th & Osage" frequent the facility in greater numbers due to the fact that the site is centrally located in "their territory".

Those gangs identified and indigenous to and provided services by the North Phila. Center, 2201 W. Stewart Street are:

1. "The DeMarcco's" (22nd & Jefferson Sts.)
2. "27th & Thompson Sts."
3. "28th & Oxford Sts."
4. "16th & Seybert Sts."
5. "26th & Popular Sts."
6. "12th & Oxford Sts."
7. "8th & Diamond Sts."

The services provided to these groups by the Centers and Safe Streets, Inc. staff will receive documented attention under Section 2.4 of this report. The product also contracted the services of Dr. Frederick B. Glaser, Asst. Professor of Psychiatry, Temple University Mental Health Service Center; Gaudenzia House, Inc.; and the Fortune Society; Consultants-- to evaluate the present product operations and to suggest alternative methods to eradicate the multi-complex problems facing your youth encounters.

## 2.2 Current Status and Accomplishments

In retrospect, significant to the projects operational status and accomplishments, analysis of data suggests that

the Safe Streets Center orientated philosophy made a sizable impact in reaching and providing services to specified gang youth in North and West Phila. Other trends noted during analysis and where possible, quantified in Section 2.4 of this report, reflects obvious community awareness in those geographical areas where the Centers are located. Many community adults visited the Centers to request or receive assistance. These requests were generally handled by staff and where possible, referred to appropriate social service agencies.

Consultants, Ronald Brown, Allen Bray, and Melvin Rivers of Gaudenzia House and Fortune Society - stated in their preliminary report on encounter therapy techniques administered on gang youth during rural excursions to camp retreats, "that the encounter therapeutic effectiveness must be continued, followed-up, and reinforced by similar and complementary programs at Safe Streets urban centers".<sup>1</sup> Project administrators realized that to accomplish this recommendation, they had to hire or receive external professional assistance to train the Centers Staff. To this end, Dr. Fredrick Glaser<sup>2</sup> developed a report that outlined the syllabi for an effective Center oriented Group Therapy program as an alternative method of rehabilitation for gang youth.

Staff training became eminent to modify personal philosophies of the Center's employees. The Consultants warned, as a result of their observations, the dangers of Safe Streets staff instilling their personal philosophies in the gang youth - and that these philosophies could not co-exist with the recommended encounter techniques. The "personal philosophies" were manifested in reported "Black Muslim doctrine orientation", and "Young Life" solution of church involvement for gang members. The missionary imperative of both religious doctrines was deemed incompatible to each other and "harmful to the emotional development of the young gang members that Safe Streets, Inc. served".

The ensuing result of the aforementioned recommendations of the Consultants has been an operational shift to correct those stated problems.

<sup>1</sup>Preliminary Report by Consultants to Safe Streets, Inc. 2/24/70, R. Brown; A. Bray; M. Rivers.

<sup>2</sup>Outline Report on Recommended Encounter Therapy Program 2/70, Dr. Fredrick Glaser.

The value of trips and excursions were deemed positive, that a change in the gang members physical environment could facilitate a broadening of their attitudes and influence on their behavior.

The other programs being conducted in the Safe Streets Centers (recreation, tutoring, inter-personal and informal "rap sessions", self-government, job readiness sessions) are all viewed as providing gang youths alternatives to deficit behavior. Many of the specific programmatic objectives have been met during this program year. Those inferences (measured) in direct relationship to the problem of Juvenile Crime Statistics for gang youth directly served by Safe Streets, Inc. cannot be accurately quantified due to the process of existing juvenile crime statistics reporting of the Philadelphia Police Department and youth service agencies in Phila.

Data extrapolated from an evaluation report on the Safe Streets, Inc. project operations, conducted by Associates, Inc. yields the following summary on Police and Community assessments of youth served by Safe Streets, Inc.

RATING OF GROUP STATUS BY POLICE AND COMMUNITY REPRESENTATIVES FOR THE PERIOD OCTOBER 1970 - FEBRUARY 1971 AND FEBRUARY 1971 - APRIL 1971, IN TERMS OF DELINQUENT BEHAVIOR IN COMPARISON TO THE PREVIOUS QUARTERLY PERIOD

Delinquent behavior patterns are rated, 1 much decrease; 2 some decrease; 3 no change; 4 some decrease; for sample groups by name.

Name of Sample Group	Police		Community	
	11/70-1/71	2/71-4/71	10/70-1/71	1/71-4/71
*58 Osage.	4	3	3	2
*Moons	4	4	3	3
34 Aspen St.	4	3	3	3
*49-50 Woodland	3	3	3	3
58 Chester Ave.	3	2	3	3
55 Summer St.	4	4	3	3
39 Wallace	3	3	3	3
49 Hopper St.	4	4	3	3
*Barberry Coast	4	4	3	3
*56 Cedar	3	3	3	3
15 Clyener St.	3	2	4	3
20 Carpenter St.	4	3	4	3
13 Fitzwater St.	4	3	4	3
Tasker Homes	3	3	4	3
5 Washington Ave.	4	3	4	3
16 Seybert St.	3	2	2	3
*8 Diamond	3	3	4	4
*12 Wallace	3	2	3	4
*12 Oxford St.	3	2	3	3
29 Diamond	3	2	4	4
29 Diamond	3	2	4	4
*24 Thompson	3	2	3	3

\* Group served by Safe Streets Program

SUMMARY TABLE FOR RATING OF SELECTED GROUP DELINQUENCY BEHAVIOR FOR TWO TIME PERIODS, BY POLICE AND COMMUNITY, BY GROUP SERVED AND NOT SERVED BY SAFE STREETS, FOR THREE RANKING CATEGORIES BY PERCENT AND NUMBER

Rating of Delinquent Behavior	Police				Community			
	Time Periods		Time Periods		Time Periods		Time Periods	
	11/20-1/71	2/71-4/71	10/70-1/71	1/71-4/71	10/70-1/71	1/71-4/71	10/70-1/71	1/71-4/71
	N	%	N	%	N	%	N	%
Group served by Safe Streets								
Some decrease	-	-	3	.33	-	-	1	.11
No change	6	.66	4	.44	8	.89	6	.66
Some increase	3	.33	2	.22	1	.11	2	.22
Subtotals	9	1.00	9	1.00	9	1.00	9	1.00
Groups Not served by Safe Streets								
Some decrease	-	-	4	.33	1	.09	-	-
No change	6	.50	6	.50	5	.41	11	.91
Some increase	6	.50	2	.17	6	.50	1	.09
Subtotals	12	1.00	12	1.00	12	1.00	12	1.00
Total Number Groups	21	-	21	-	21	-	21	-

"Findings

Keeping in mind the methodological considerations mentioned above, the tendency is for the group served by Safe Streets to be rated as showing less group delinquency patterns during the rating periods as rated by both Police and the Community.

In the first time period, the Police assessed the gangs served by Safe Streets as rating less increase in group delinquent behavior-- .33% as compared to .50% for the gangs not served by Safe streets. The Community assessments were even greater with Safe Streets-served gangs only showing .11% increase in the first rating period while the Community assessors rated gangs not served by Safe Streets as showing .50% increase in the first rating period.

For the second rating period the Police assessment of the Safe Streets-served gangs showed the same amount of decrease as the non-Safe Streets-served gangs-- .33%. During the second period, the Community assessors found no decrease in delinquent behavior among the non-Safe Streets groups, but noted that one gang served by Safe Streets did show some decrease.

Conclusions and Recommendations

The direct impact of Safe Streets program on the Philadelphia community is not easily ascertained in light of the fact that systematic impact data was not gathered periodically.

The interviews with community persons revealed a wealth of support for the Safe Streets program and a sincere belief in its ability to provide constructive alternatives to gang violence.

The figures shown in the Police-Community assessment are inclusive, but only because the data were not gathered specifically for Safe Streets. However, it is clear from these figures that no increase in gang violence was seen by the police or the community in those gangs served by Safe Streets. If Safe Streets has not effected a measurable dramatic decrease in violence, at least gang violence has been held to a minimum with no significant increases."

2.3 Outline of the Problem:

Safe Streets, Inc., for purpose of providing the reader with a tocsin intensity of the problem faced by not only this agency, but the Law Enforcement establishment and all youth service agencies in the City of Philadelphia alike, submit for perusal, documented and quantifiable data which has been extrapolated from the Phila. Police Juvenile Crime Statistical Report for 1969.

We previously indicated that Safe Streets, Inc. provides services to fifteen (15) violent juvenile gangs via its "Center orientated" programs in the West Phila. and North Phila. Centers. Only inferential data is available during this writing to specify the Centers performance impact on those gangs re: the reported juvenile crime indices. This data denotes only arrests by Police District of residence and occurrence which does not provide us with an objective analysis of those groups that we serve. While sharing an administrative concern for specific tracking indicators to measure the impact of our program, philosophically, we view and deem critical to the impact on juvenile crime, the need for a broad systems based approach by Law Enforcement, City Government, the Community, and youth services agencies. The obvious void of a systematic approach by the aforementioned groups and the lack of specific plotting and tracking of known juvenile gang offenders, we feel, also constitutes a problem.

JUVENILE ACTIVITY - 1969

JUVENILE OFFENSES

During 1969, 22,666 crimes were attributed to juvenile offenders, a decrease of 1,115 when compared to the 23,781 reported during 1968.

Of this total, 11,555 were major crimes, a decrease of 250 when compared to the 11,805 reported during 1968.

Minor crimes committed by juveniles totaled 11,111 during 1969, a decrease of 865 compared to the 11,976 reported during 1968.

Of the 22,666 offenses committed by juveniles during 1969, 20,885 were attributed to boys and 1,781 to girls.

JUVENILE ARRESTS

The number of juveniles arrested during 1969 were 14,377 compared to 14,487 arrested during 1968.

Of this total 8,366 were arrested for major crimes, compared to 8,416 arrested during 1968 for major crimes. Of the 8,366 juveniles arrested for major crimes during 1969, 7,909 were boys and 457 were girls.

The following number of adults and juveniles were arrested for each of the major crime categories during 1969:

<u>CATEGORY</u>	<u>JUVENILES</u>	<u>ADULTS</u>	<u>TOTAL</u>
HOMICIDE	146	290	436
MANSLAUGHTER	5	28	33
RAPE	162	329	491
ROBBERY	1,194	1,160	2,354
AGGRAVATED ASSAULT	872	1,688	2,560
BURGLARY	2,349	1,992	4,341
LARCENY	1,973	2,854	4,827
AUTO THEFT	1,665	1,396	3,061
TOTAL	8,366	9,737	18,103

As indicated above, juveniles represented a substantial portion of the total number of persons arrested for major crimes. Overall, 46.2% of the persons arrested for major crimes were juveniles. Specifically, juveniles represented 33.5% of the homicide arrests, 33.0% of the rape arrests, 50.7% of the robbery arrests, 34.1% of the aggravated assault arrests, 54.1% of the burglary arrests, 40.9% of the larceny arrests, and 54.4% of the auto theft arrests.

The following number of juveniles were arrested for each of the major crimes during 1968 and 1969:



<u>CATEGORY</u>	<u>1968</u>	<u>1969</u>	<u>NUMERIC CHANGE</u>
HOMICIDE	59	146	+ 87
MANSLAUGHTER	3	5	+ 2
RAPE	115	162	+ 47
ROBBERY	1,110	1,194	+ 84
AGGRAVATED ASSAULT	885	872	- 13
BURGLARY	2,244	2,349	+ 105
LARCENY	2,262	1,973	- 289
AUTO THEFT	1,738	1,665	- 73
<u>TOTAL</u>	<u>8,416</u>	<u>8,366</u>	<u>- 50</u>

The remaining 6,011 juveniles were arrested for minor crimes, compared with the 6,071 arrested for minor crimes during 1968. Of the 6,011 juveniles arrested for minor crimes during 1969, 4,805 were boys and 1,206 were girls.

#### 2.4 Major Results and Findings (Methods & Procedures)

The Safe Streets program has been charged with achieving the following program and project objectives, as is indicated in the work program for year II (July 1970 - August 1971):

(1) Reduce juvenile gang violence among gangs associated with Safe Streets.

(2) Discourage juvenile motivation for civil disorder and riots among gangs associated with Safe Streets.

(3) Discourage the participation by gangs associated with Safe Streets, in civil disorder and riots.

The above major objectives were to be obtained by the following processes:

(1) Increase services for job opportunities

(2) Assist in overcoming functional illiteracy

(3) Provide job counseling and referral

(4) Instill more mature socially responsive attitude and behavior pattern by using guidance and group interaction techniques.

Additional processes for the attainment of the program objectives were delineated as follows:

(1) Service 15 of 75 known violent gang in city (approximately 1,350 members). These gangs to be serviced are to be within the center target areas.

(2) Facilitate trips to rural areas for purposes of changing environment and conducting group interaction sessions.

(3) Form center advisory council for purposes of providing input into program activities by the youth and community residents.

(4) Involve participating gang members in community betterment projects.

(5) Encourage gang members of urban gangs to participate in wholesome recreation and other activities.

Summaries and assessments of the degree of accomplishment of the aforementioned objectives are indicated in subsequent portions of this report.

#### Gang Youth and Community Participation

The program has maintained two (2) centers, for the use of youths in the two (2) designated service or target areas of Philadelphia. These areas are West Philadelphia and North Philadelphia.

The centers are open from 9:00 a.m. until 10:00 p.m., Monday through Friday, and from 9:00 a.m. to 5:00 p.m. on Saturday. One of the prominent features of the juvenile gangs of Philadelphia is the laying of claims to geographical areas of the city which are then declared off-limits to members of other gangs. However, it has been made clear to the participating gang members that their presence at the centers does not make it (the center) their exclusive property. By involving youths of more than one gang in the centers' activities, the Safe Streets program makes an attempt to break down the importance of territorial possessions.

The scope of services rendered in program year two (2) resulted in a very high level of participation of gang members, potential gang members, and other community residents.

Participation by all gang members and community residents averaged fifty-four (54) participants per day for the West Philadelphia center and an average daily participation of forty-four (44) per day for the North Philadelphia center. These figures were derived from the averaging of reported daily attendance rates at the centers over a period of time during year two (2) for a period covering November 1970 to June 1971 on a random sampling basis.

A projection of the random sampling of daily attendance indicated that approximately 16,484 visits were made to the West Philadelphia center and approximately 13,728 visits were made to the North Philadelphia center. These projections from the samplings were based on a day work week for the centers.

A rather significant portion of the rehabilitative and preventative processes are those services which may border on the likes of community center activities; as opposed to special services such as employment counseling, preparations for jobs, etc.

It is quite evident from the attendance reports, that the program has been successful in at least the area of offering the local gang members a place to visit and receive services. There is also the recognition that the gang member participants view these centers as a sort of "common ground".

The use of the center by different gang members in the target areas, has been instrumental in the bringing about of at least frequent peace treaties between warring corners or clubs.

Without concrete data, there should not be any direct inference drawn that the 30,000 odd center visits had a direct impact on any reductions of juvenile crime or delinquency as were reported for the period July 1970 to August 1971.

One may indirectly infer that since the Safe Streets centers offered and made compatible, the occasions of gang interaction, that some level of depreciation of juvenile and gang related incidence of delinquency and/or breach of the peace should have occurred.

"Increase services for job opportunities"...

... "Provide job counseling and referral".

#### Job Counseling, Job Referral

To the ghetto resident, one of the most common problem is that of the unemployment and the underemployment of the poor. Social and economic mobility is predicated on both the educational achievement and the earning ability of the resident. This fact comes to bear on the youth of the ghetto, on a day-to-day basis, resulting in overt destructive thoughts and actions on the part of the youth.

Job counseling and job referral is one of the most important tasks engaged in by the Safe Streets program. The staff has observed the changes in the behavioral patterns of youths who have been successfully serviced by the centers in the areas of attitudinal training, job counseling, job referral and the necessary supportive follow-up services.



The development of jobs for the youths was accomplished by establishing liaison with potential employers and state and federal manpower programs. Where potential employers were contacted, the job counselors discussed the work background and gang involvement of prospective applicants. This process was necessary in order that the employer would have a clear picture of potential applicants, and also to establish the fact that the applicant upon counseling would feel more secure in being referred, knowing the employer was fully aware of his or her background.

In addition to jobs developed by the Safe Streets job counselors, the counselors were also assisted by the Pennsylvania State Employment Job Bank. On a daily basis, the job bank provided the job counselors with listings of available openings to which referrals were made. An analysis of the job bank activities is included as an addendum to this section.

"Assist in overcoming functional illiteracy"

#### Tutorial Program

The Safe Streets program has included in its work program, a tutorial component designed to supplement the public school system in its efforts to develop and subsequently graduate students who are capable of at least standard scholastic performances. In an effort to achieve this goal and to attempt to enhance the educational experiences of the target area youths, Safe Streets conducted a rather comprehensive tutorial program.

This program is operated in both of the target areas (West Phila. and North Phila.) and had a total enrollment of one-hundred and seven youngsters. The enrollment consisted of elementary and junior high school pupils. This program was tailored to the specific needs of each participant and consisted of mathematics, science, language, reading, art and social sciences.

Pupils were tested and instructed in any areas where the pupil was found to be deficient. Referrals to the program were made by both the local public schools and the parents of school children residing within the target areas.

In order that there be a tie-in with the public school system, each of the two centers was supervised by a teacher, certified by the Board of Education. The head teachers were assisted by instructor aides and select volunteers from

local high schools. Participation on the part of community residents was in the form of volunteer work by neighborhood residents.

The developed curriculum encompassed the following:

Testing - aptitude, diagnostic reading, achievement

Reading - oral, silent, choral

Spelling

Mathematics - multiplication, addition, subtraction, division, time and measurement

Science

Forum Discussions: Gangs, Education, \*drug abuse, environment

\*The drug abuse education forums followed the guide for drug abuse issued by the Phila. Dept. of Public Schools.

Field Trips - Including the Philadelphia Academy of Natural Science, Independence Hall, Atwater Kent Museum, Maritime Museum, Betsy Ross House, Christ Church, Congressional Hall.

Results of the efforts of the program has been evidenced by the pupils progress reports from their respective teachers in the public schools and the interim testing that was performed by the tutors. The exact measurements of changes have not been computed and correlated for this program year. The tutorial component shall have to design compatible (with city and national educational norms) systems of correlations so that definitive changes in levels of achievement might be identified and used as additional measurements of the degree of success of the component.

#### Job Development and Referral Year II

Safe Streets has indicated that one of its objectives for program year II is the development of jobs for the participants of the program. There is recognition of the fact that one of the reasons for extreme social unrest on the part of the youth from the target area, is the lack of economic stature and benefits; this stature and its resultant benefits being brought about by the youth being

gainfully employed in a meaningful and fulfilling job.

During the course of year II, the job development section of the program has attempted to meet its objectives of job development and job referral. This attempt was made during one of the most discouraging and bleakest employment periods in recent years. The national downswing in job availability and the parallel upswing in unemployment resulted in an expected squeeze in terms of the job availability rate in the Philadelphia area for the period July 1970 to June 1971. This blight regarding employment opportunities was particularly hard felt in the urban ghetto areas in and around the Philadelphia Metropolitan area. However, in spite of this, the program was able to gather a relatively large amount of jobs for participant referrals, by means of job development by job counselors and the availability listings obtained daily from the local job bank, Pa. State Employment Bureau.

In order to arrive at a more comprehensive understanding of the results of the year II effort and in order to plan and execute more definitive methods of impacting on this program area., the job development and referral component has made an analysis of its efforts for year II.

For the period October 21, 1970 to July 21, 1971, the program referred a total of 429 persons for job interviews. Of the 429 persons referred, a total of 119 were hired by companies and organizations. This figure of 119 is approximately 28% of the total persons referred for employment. In the analysis of the job bank referral source, a detailed picture was constructed of the degree of success in placing persons. Since the total referrals for the period under study in this report is October 1970 to July 1971, emphasis must be placed on the number of job bank referrals made during that period:

- (a) Total referrals - October 1970 - June 1971 - 429<sup>1</sup>
- (b) Jobs developed by staff resulting in referrals - 214<sup>2</sup>
- (c) Jobs from job bank resulting in referrals - 215<sup>3</sup>

<sup>1</sup> Results from program statistical report (Safe Streets, Inc. Job Counselor)

<sup>2</sup> Results from program statistical report (Safe Streets, Inc. Job Counselor)

<sup>3</sup> Results from job bank referral print-out

CHART I - Job Bank Referrals by Age, Sex (Oct. 1970 - July 1971)

<u>Age</u>	<u>Male</u>	<u>Female</u>
12 - 14	1	-
15 - 17	13	3
18 - 20	76	35
21 - 23	30	15
24 - 26	18	3
27 - 29	6	3
30 and over	8	4

Chart I - Job Bank Referrals by Age, Sex (Oct. 1970 - July 1971)

This chart indicates that the program has referred a total of 215 candidates to prospective employers during the period under analysis. 71% or 115 referrals were for males and 29% or 63 referrals were for females. The majority of the referrals were for candidates in the 18 - 20 year old grouping. For this particular grouping, 52% of the 215 referrals were made.

For age groupings 12 - 23 years, both male and female, a total of 173 referrals were made. (Approximately 80% of total job bank referrals). This age grouping (12 - 23 years) will be further alluded to in subsequent charts within this section.

Although the Safe Streets program is geared to service youths between the ages of 12 to 24 years of age, the job counseling and referral component has attempted to service an age grouping from 12 to 47 years of age. A total of 32 referrals were made for candidates in the age grouping of 24 and over, with 3 referrals for candidates over 40 years of age. Significantly, 25 of these 32 referrals were classified as "failed to report for interview" and "not qualified". This is approximately 80% of the referrals made for the 24 and over age grouping while the effort to service community residents above and beyond the stated age parameters of Safe Streets may be considered to be commendable, this service is not within the scope of services.

CHART III - Frequency of Distribution - Results of Job Bank Referrals - October 1970 - July 1971

Chart III indicates the frequency of incidents relative to result classification of referrals made to positions obtained from the job bank. The pattern established indicates a high or peak period of referrals for the months of November and December 1970, and February, March and June of 1971.

December of 1970 and June of 1971 reflected a rather high percentage in terms of candidates categorized as "not qualified." During the month of December, a total of 25 referrals were made, and of these 18 candidates, or 75%, were found to be not qualified. During the month of June 1971, a total of 27 referrals were made, and 10 candidates, or 40% were found to be not-qualified.

"Instill more mature socially responsive attitude and behavior pattern by using guidance and group interaction techniques"...

... "facilitate trips to rural areas for purposes of changing environment and conducting group interaction sessions."

Attitudinal Training

One of the approaches utilized by the Safe Streets to breakdown the neurotic patterns of gang living was the group encounter therapy sessions. These group encounter and interaction sessions are not offered by any other local institution or agency as part of attitudinal training.

Recognition has been made of the fact that most adolescents respond in one way or another to the attitudes and values of their peers. As a result, the Safe Streets program has made maximum use of younger staff members in the conduct of interaction or rap sessions. These sessions were held three times a week in durations of one to three hours depending on the degree of interaction. Each session was held under the leadership of experienced group leaders and approximately thirty youths attended each session.

The youths were confronted by adult leaders and by fellow gang members, and challenged to put their anger and frustration into words. During these encounters, the youth were constantly reminded of their responsibility to their families, their communities, and themselves. This type of confrontation was based on the assumption that a major part of juvenile problems is attributable to individual personality patterns. These patterns can be changed if a youth is made to realize the extent of his particular aggression and anxiety and is further made to understand that a deeper satisfaction can be obtained by channeling aggressive behavior along constructive lines.

In order to present a more conducive surrounding as part of the attitudinal training, several scheduled trips to rural areas were made. More than two-hundred gang members were taken on these trips. During these "away" sessions, which combined recreational activities with the group interaction sessions, the participating gang members shared responsibility for the maintenance of living areas and dining facilities. A very interesting facet of these "away" sessions was that there was a significantly high degree of harmony existing between members of different gangs. The gang members were together not only in terms of physical proximity but also in their indicated emotional and psychological reactions.

The group interaction and rap sessions conducted by the Safe Streets program were so dynamic, that radio station WUHY-FM agreed to allow the taping and subsequent airing of some of these sessions.

The degree of success of the sessions can only be realistically interpreted by the actions of the participating youths upon their return to their "turfs" and other familiar depressing surroundings. Observations by staff members indicated that some of the youth involved in these group sessions strayed back into their formerly established patterns of hostility and delinquent activities.

The Safe Streets program has not as yet designed a suitable follow-up program that can be realistically tied into the various social and economic indicators and subsequently allow for the "post-tracking" of participating youths identified as having completed the attitudinal training cycle.

constructive direction. This channeling of efforts on the level of social-interaction among the gangs of the target area is a means of providing the youths with a constructive outlet for pent-up emotions; providing a vehicle for constructive gang interaction and providing a commonality of interests that could result in decreasing the existing tension that exists between gangs serviced by the program.

During the program year, the Safe Streets program has provided recreative facilities and activities for the gangs visiting the two program centers. The recreational activities ranged from ping-pong and pool to basketball and chess.

The centers were successful in establishing basketball teams that competed as league (area league) teams in a basketball tournament. These series of games were played without incident. The teams were composed of members of different gangs, and the resultant interaction was such that members of gangs who were formally fighting each other, were now engaged in sports on an amicable basis. Three different gangs (24 members) from the North Phila. center participated in the tournament. The North Philadelphia center formed an Aikido class which was very well attended. This class of 15 participants became so proficient, that they were entered in a tournament held in New York City. However, because of transportation difficulties, the team did not arrive at the site (Manhattan Center, New York) in time for their scheduled competition. This disappointment did not discourage the youngsters attending the Aikido class, as was reflected by the fact that the class attendance remained at an excellent level for the remainder of the program year.

Several social functions were held, including dances and skating parties. These functions were extremely well attended and no incidents occurred that could be attributed to participating gang members. The largest skating party was held in May 1971, in which 115 gang members and their consorts participated.

During the month of October 1970, twenty youths presented a play, "Give it up, Turn it loose" based on the lives of gang members living within a large urban area comparable to the city of Philadelphia. This play was presented with the idea of attempting to convey to the various audiences, the problems and frustrations encountered by the disenchanting, anxiety prone youths of ghetto areas. The presentations were very well attended, and although the periods of rehearsal were rather long, the participating youths continued to show up for the sessions until the cast was ready for live performances.

Through an agreement with radio station WUHY-FM, Philadelphia, a special series of music and message presentations were aired. These sessions were for the purposes of allowing the youths to dedicate songs and to send messages to their friends in the area. This series of presentations were well enjoyed by the youths and it afforded some 10 youths the opportunity of seeing first-hand how radio shows are presented. (See Section on "Attitudinal training").

Additional recreational and social activities included softball, bowling, karate classes, trips to art festivals, fishing, trips to live shows at the Spectrum, boxing, theatre parties at downtown movie theatres, and arts and crafts classes. The arts and crafts classes were the most consistently attended classes and over 3,000 class visits were logged for the program year.



### III. ORGANIZATIONAL STRUCTURE, POLICY AND PERSONNEL

#### a. Organizational Structure

Safe Streets Organizational Structure has been designed to meet specific requirements, which are:

- (1) To delineate the lines of authority and responsibility necessary for effective policy-making and administration. (See Organizational Structure Chart).
- (2) To provide research and evaluation of methods, individual needs, and overall project progress.
- (3) To provide the necessary staff and facilities for an effective implementation of the several programs described in the foregoing pages of this report.

The Safe Streets Board of Directors is the ultimate authority, and is charged with the interpretation and policy-making processes governing the overall function of the Safe Streets Project as delineated by the project's "By-Laws" and the approved Grant Application.

The Executive Director is responsible for planning, developing and implementing policies relevant to programs charged to the Safe Streets project by its Board of Directors.

The Deputy Director for Planning and Evaluation is responsible for providing data peculiar to facts about overall developmental processes as they are reflected by attitudinal and value change and cognitive growth and inter-personal relations.

It is felt, that measurement of the foregoing is imperative if the project is to be able to determine how effective its programs are upon the gang members developing new insights and habits of thoughts.

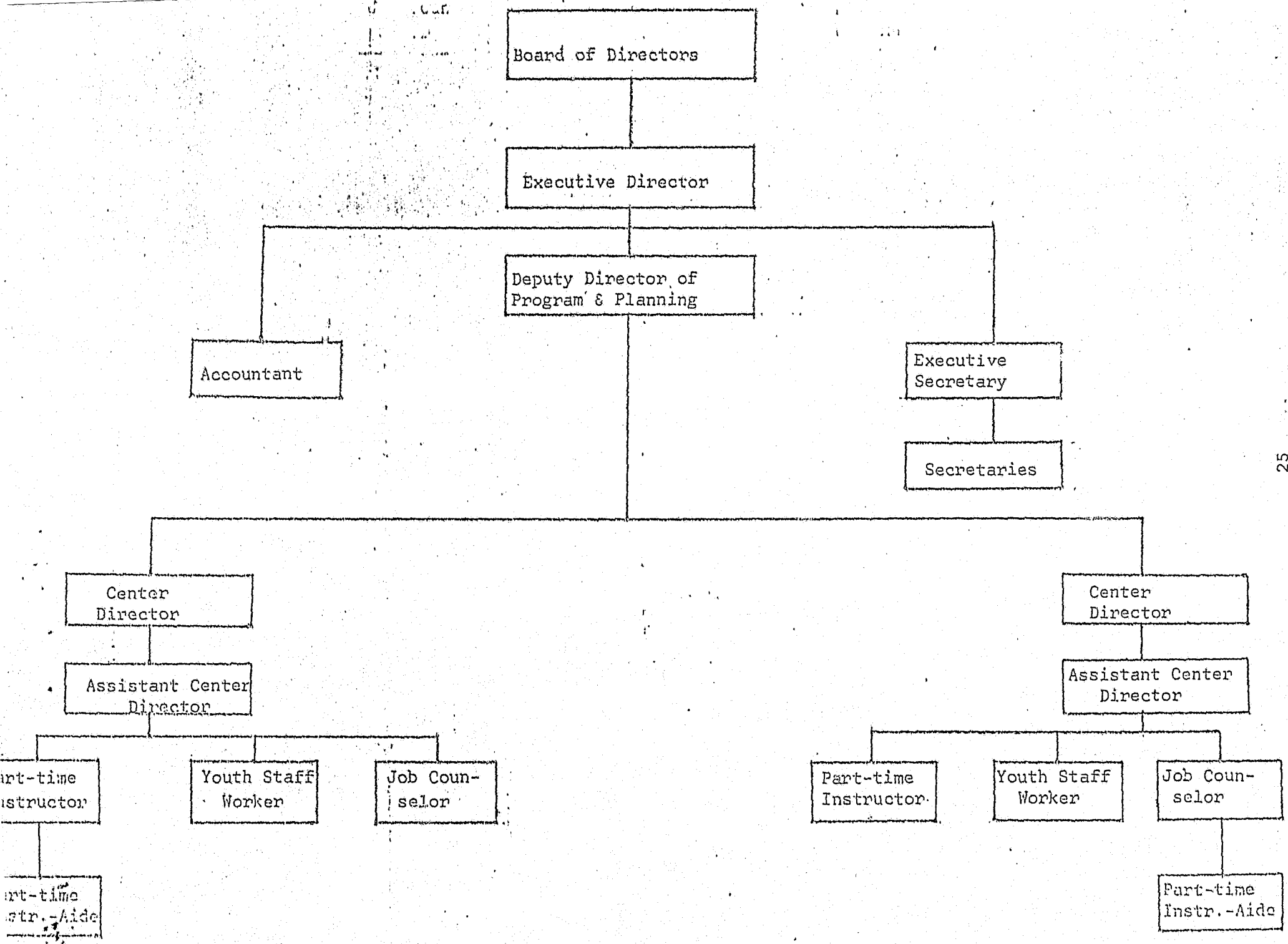
Each Center operates as a self-contained organizational entity, and provides the leadership, staff and facilities for effectively implementing the therapeutic programs that are germane to the Safe Streets Project's goals. The Centers have the organizational structural flexibility to establish and maintain an effective reciprocal relationship with the community which they serve..

#### b. Policy and Personnel


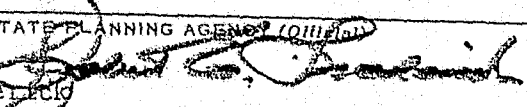
- (1) Personnel--Special consideration was given to every detail organic to setting up the Safe Streets Project.

One of the primary considerations had to do with the selection of the staff. The criteria for hiring was that the employee must be non-professional, grass-roots people with first hand knowledge of the problem of gang living. Also, such an employee must be able to project a role model image which exemplifies positive behavior in dress, language, general decorum and personal dignity. All members of the Safe Streets's staff must possess a real interest in the youth participating in its programs; and that interest must be geared toward sincerely helping the participant to develop ideas and attitudes compatible to a productive life.

- (2) Policy--It is policy, when practicable, for the required manpower for operating the Centers be recruited from the labor market in the area local to the Safe Streets Youth Service Centers. Also, policy requires that Youth Service Centers be located in areas heavily populated with juvenile gangs, and that such Centers are readily accessible to gang members.





 <b>U. S. DEPARTMENT OF JUSTICE</b> LAW ENFORCEMENT ASSISTANCE ADMINISTRATION		<b>DISCRETIONARY GRANT</b> <b>PROGRESS REPORT</b>		
GRANTEE Philadelphia District Attorney's Office		LEAA GRANT NO. DF-459	DATE OF REPORT 7/1/70 - 8/31/71	REPORT NO. Phase II 71-DF-459
IMPLEMENTING SUBGRANTEE Safe Streets Inc.		TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT Emerg. Juv. Central Project		GRANT AMOUNT \$150,000		
REPORT IS SUBMITTED FOR THE PERIOD    7/1/70		THROUGH    8/31/71		
SIGNATURE OF PROJECT DIRECTOR see letter attached		TYPED NAME & TITLE OF PROJECT DIRECTOR Haywood Matthews - Exec. Dir.		
COMMENCE REPORT HERE (Add continuation pages as required.)  <div style="text-align: center; padding: 20px;"> <p>See attached report.</p> </div>				
RECEIVED BY GRANTEE STATE PLANNING AGENCY (Initial)  Robert E. Frederick		DATE 3/15/74		

PROGRESS REPORTS--INSTRUCTIONS FOR LEAA DISCRETIONARY GRANTS

Grantees are required to submit Quarterly Progress Reports on project activities and accomplishments. No fixed requirements as to length or detail have been established, although some general guidelines appear below. It is expected that reports will include data appropriate to the stage of project development and in sufficient detail to provide a clear idea and summary of work and accomplishments to date. The following should be observed in preparation and submission of progress reports.

- a. **Reporting Party.** The party responsible for preparing the report will be the agency, whether grantee or subgrantee, actually implementing the project. Thus, where a State Planning Agency is the grantee but has subgranted funds to a particular unit or agency to carry on the project, the report should be prepared by the subgrantee.
- b. **Due Date.** Reports are submitted by the subgrantee to its State Planning Agency on a quarterly basis (i.e., as of June 30, September 30, December 31, and March 31) and are due at the cognizant Regional Office on the 30th day following the close of the quarter (unless specified otherwise by LEAA). The first report will be due after the close of the first full quarter following approval of the grant (i.e., for a grant approval on May 1 the first report will be due for the quarter ending September 30. It will cover the five month period May through September). The award recipient's final progress report will be due 90 days following the close of the project or any extension thereof.
- c. **Form and Execution.** Three (3) copies of each report should be submitted. However, five (5) copies must be submitted for all final reports. (If the grantee wishes to submit the same report to several agencies it may utilize LEAA Form 4587/1 (1-73) as a face sheet completing all items and attach the report to it.) If continuation pages are needed, plain bond paper is to be used. It should be noted that the report is to be signed by the person designated as project director on the grant application or any duly designated successor and reviewed by the cognizant State Planning Agency.
- d. **Content.** Reporting should be non-cumulative and describe only activities and accomplishments occurring during the reporting period. These activities and accomplishments should be described with specific attention to project phases or stages completed (e.g., initial planning stage, completion of preliminary survey effort, purchase of required equipment, staging of pilot training program, etc.). Reports should be concrete and specific concerning accomplishments (e.g., number of people trained, volume of correctional services provided, extent of equipment usage, etc.). Special emphasis should be placed on comparison of actual accomplishments to goals established for the report period. If established goals were not met, reasons for slippage must be given. Special reports, evaluation studies, publications or articles issued during the period should be attached, and major administrative or design developments should be covered (e.g., changes in personnel, changes in project design, improvements or new methods introduced). Budget changes should be touched upon. Problem areas and critical observations should be mentioned and frankly discussed, as well as project successes.
- e. **Dissemination.** All three (3) copies of regular quarterly progress reports and all five (5) copies of final reports should be submitted to the subgrantee's State Planning Agency. After review the State Planning Agency will forward two (2) copies of the quarterly report and four (4) copies of the final report to the cognizant LEAA Regional Office. The Regional Office will route the reports to all interested LEAA units. Copies should also be provided to other agencies cooperating in or providing services to the project.
- f. **Special Requirements.** Special reporting requirements or instructions may be prescribed for discretionary projects in certain program or experimental areas to better assess impact and comparative effectiveness of the overall discretionary program. These will be communicated to affected grantees by LEAA.

**END**