



Final Evaluation Report

June 1, 2006 to May 31, 2007

Collective Action for Youth and Neighborhood Development (CAYND)

(Funded by City of Columbus through Department of Public Safety)

A Component of City of Columbus Comprehensive Crime Reduction Model

A Strategy of Neighborhood Safety Working Group (NSWG)

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August 23, 2007

Opinions or points of view expressed are those of the authors and do not necessarily reflect the official position or policies of the Mayor and/or any Departments of the City of Columbus, Ohio.

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Final Evaluation Report (6/1/06 – 5/31/07)

Background

According to the City of Columbus Department of Public Safety, during 2005 in Columbus, Ohio there was an increase in the homicide rate to 104 from 84 the previous year and in particular an increase in the homicide rate among Columbus' young, African-Americans. Seventy six percent of the murder victims in 2005 were African-Americans as were 72% of the suspects, while 69% of the suspects were under 30-years-old. The suspects used guns in 78% of the murders.

While there isn't any empirical evidence to date identifying a specific reason(s) for the increase in the 2005 homicide rate in Columbus, local law enforcement agencies have identified an increase in gun-related incidences among minors, increased trafficking of illegal drugs, and an increase in gang-related criminal activities as contributors to the increase in the rate.

Collaboration

On July 22, 2003, Columbus Mayor Michael B. Coleman and City of Columbus Councilmember, Michael C. Mentel, announced the creation of the Neighborhood Safety Working Group (NSWG). It is the key part of a three-prong Neighborhood Anti-Violence Plan. NSWG includes law enforcement, government agencies, non-profit leaders and neighborhood members and was led by a crime expert, Kent Markus, the former Assistant to United States Attorney General Janet Reno and former Capital University Law School Professor who recently stepped down as Chair of NSWG because he was appointed Chief Legal Council to the Governor of Ohio, The Honorable Ted Strickland.

The Neighborhood Safety Working Group has developed crime suppression and prevention tactics by using a strategic data-driven problem-solving process collaborating with the University of Cincinnati, Columbus Division of Police, and The Ohio State University. 'Collective Action for Youth and Neighborhood Development' (CAYND) is one of the initiatives identified by Mayor Michael B. Coleman and further developed by Africentric Personal Development Shop,

Inc. (APDS). CAYND is a demonstration/pilot program modeled after the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Comprehensive Gang Model. Twenty-two (22) community service providers agreed to collaborate and form a CAYND "Intervention Network" that provides social services and positive alternatives for youth and young adults who reside in a targeted area bounded by Mooberry St., Whittier St., Parsons Ave., and Rhoads Ave., called the WMPR Empowerment Zone.

APDS (Africentric Personal Development Shop, Inc.) serves as the lead agency for the CAYND "Intervention Network" of service providers. The 'Community Development Center/Command Center and project director for this initiative is located at APDS, which is in the "heart" of the WMPR Empowerment Zone at 1409 E. Livingston Avenue Columbus, Ohio. APDS is a 501(C)3 non-profit social service institution that has successfully provided social services for personal, family, and community development to residents of Franklin County for nearly 20 years. APDS programs are designed to prevent, treat, and eliminate substance abuse and violence, and to nurture and encourage youth to understand the importance of personal development, with a strong emphasis on increasing self-esteem.

APDS Chief Executive Officer and President is Jerry Saunders, Sr. who is a well-respected leader in Columbus and has more than 30 years of community, youth and family development experience. During these years, he has designed programs to enhance the educational development of youth, developed mentoring programs matching students with adults, and conducted workshops and seminars for leadership development. He has engineered community development initiatives for urban neighborhoods and produced successful partnerships between business, education and civic communities.

Regina M. Lurry, MCJ, CAYND Program Director, has worked more than ten years in the criminal justice arena on a local, state, and national level. She has worked for the Ohio Attorney General's Office Anti Gang Unit where she played an instrumental role in developing Ohio's Criminal Gang Prevention Curriculum and Ohio's Victims of Gang Violence Project.

Program Description

CAYND is a comprehensive and collaborative community oriented intervention initiative designed to prevent and reduce youth gang violence. There are five core strategies implemented through an integrated approach by a team of community agencies and organizations. The five strategies are as follows: **Community Mobilization, Social Intervention, Provision of Opportunities, Suppression, and Organizational Change and Development** (Exhibit A).

To facilitate the implementation of these five core strategies, a four-phase program development process was recommended and implemented for Central Ohio:

Phase I – Acknowledgement and assessment of challenges;

Phase II - Implemented a recruitment and enrollment process of targeted youth;

Phase III-“Grassroots” awareness and education campaign regarding risk and protective factors marketed towards targeted groups and community stakeholders.

Phase IV-Simultaneous implementation of all phases of this initiative and facilitate a truce of gangs in target area;

CAYND is designed to focus on Central Ohio needs and the specific needs as identified by NSWG. Further, it was developed on the premises that the lack of social opportunities available to this population and the degree of social disorganization present in the WMPR community largely account for its youth gang problem. Also, this model suggests other contributing factors, including poverty, institutional racism, deficiencies in social policies, and a lack of or misdirected social controls.

Accomplishments

During these first two years of this three-year pilot program we have experienced extensive administrative work, assessments, program implementation, more assessing, and policy and procedural development. The initiative began in May of 2005 with Jerry Saunders, Sr., CEO & President of APDS (Africentric Personal Development Shop, Inc.) being asked by Mayor Michael B. Coleman to provide leadership and have APDS serve as the lead agency for the

demonstration project. The following is a list of some of the accomplishments during the past 16 months:

- We have collected data and used data-driven policy decisions, developed cross-agency strategies to fill gaps in services, formed partnerships with community-based organizations, and shifted some of APDS resources to address needs and establish accountability for this comprehensive initiative.
- Quarterly Steering Committee Meetings
- Monthly Intervention Network Meetings
- Quarterly meetings with Neighborhood Safety Working Group
- 499 youth ages 22 and younger received services
- 213 customers ages 23 and over received services
- Made contact with over 900 community members within the WMPR Model Zone.
- Increased collaborating agencies to 47
- 33 organizations remain as active members of the Intervention Network
- Hired full time CAYND Program Administrative Assistant, Charmaine Jordan
- Columbus Public Services Department through Keep Columbus Beautiful (KCB) and using Edward Byrne Memorial Fund Grant hired 3 seasonal part-time staff members to initiate beautification programs within the WMPR Empowerment Zone; - Personal Service Contract to hire 3 PT employees for WMPR Community Beautification Projects and area clean ups: KCB/WMPR Assistant, Community Garden and Graffiti Abatement Employees actively began removing graffiti and actively began scheduling 18 Community Clean Ups(included some local gang members) within the WMPR Model Zone Area. Also, they collected Graffiti Waivers of private property owners to have graffiti removed
- Opened new APDS satellite office location within the COWIC building (Central Ohio Workforce Investment Corporation) at 1111 E. Broad St. - CAYND Intakes steadily increasing due to COWIC collaboration and ability to refer clients to “concrete” employment opportunities
- New Adult Basic Literacy Education Program (GED Classes) facilitated by Columbus Public Schools at APDS - GED Program completed 1st year. 11 students completed program with 3 students prepared to take the GED test.
- Creation of CAYND Job Readiness and Enrichment Program - Completed 2 Job Readiness Training Program Classes facilitated by Project Linden at APDS
- Collaborated with Recreation and Parks Dept. to extend summer hours for Driving Park Recreation Center in WMPR Empowerment Zone – at least 65 youth participated daily in Driving Park Recreation Center’s summer day camp

- Conducted over 10 Gang Awareness/ CAYND related Trainings/presentations, which included training for personnel at Columbus Fire Station 15 in the WMPR Empowerment Zone

- Created the APDS Community Development Ambassadors
 - To introduce participants to opportunities to volunteer their help and in some cases allow participants to earn compensation for helping researchers.
 - To increase interaction and communication with stakeholders around problem solving with the goal of creating social changes.
 - To utilize participants' valuable perspectives on how the people most affected by CAYND view the successes and shortcomings of the Program to enhance CAYND's impact.
 - To provide participants a platform to enhance their communication skills and make a connection between learning and real life.
 - To improve response rates and generate more thoughtful responses from participants who know that their peers are involved in the program.

- Recruited 74 Volunteers to participate in activities in WMPR Empowerment Zone
- Formed Community Garden Project with Heyl Elementary School (941 Carpenter).
- Accepted facilitation role of the Heyl Elementary Family Support Network
- Collaboration with Community Properties of Ohio, Photo Voice project.
- Completed Risk/Protective Factor Presentation to create a collective evidenced-based approach to prevention services (Exhibit B)
- Collaboration with Main Street Development Corp. to develop employment resource and skill training program
- Collaboration with ODRC, OPOTA, OAG and Community Connections on Gang Member Reentry Training Project (2 Grants submitted to BJA)
- Continued planning on Campaign Against Youth Violence Youth Rally
- Speaker: Why are our children dying? Sister Speak Out, MLK Complex
- Meetings to develop new Citizen Circle for the WMPR Empowerment Zone.
- Co-Sponsored St. John Center's Neighborhood Safety Academy
- Provided 32 scholarships to CAYND Intervention Network members and WMPR Community Leaders to attend Dr. Marshal Rosenberg's 2-day Non-Violent Communication Training Session

- CAYND website developed and hosted by APDS
- Created and added R.E.D.D. Health Coalition website to APDS website that directs people to free and low cost prevention and treatment health services in Columbus, Ohio
- Launch of WMPR Community Newsletter
- Dr. Deanna Wilkerson agreed to serve as an advisor to the CAYND Program
 - Deanna L. Wilkinson, Ph. D., is an associate professor in Human Development and Family Science at the Ohio State University. She recently initiated the Ohio State University Youth Violence Prevention Advisory Board, which consists of 22 local justice, social service, community action and prevention professionals (Exhibit I) to serve as a think tank for finding ways to turn violent youth and neighborhoods around. Dr. Wilkinson has agreed to be an advisor for the CAYND Program and to share data from many studies and books she has authored.
- Received juvenile referrals from Buckeye Ranch, Franklin County Children Services, and Central Ohio Workforce Investment Corporation (COWIC).
- Franklin County Family and Children First Council Partnerships for Success Workgroup Member
- Collaborated with Keep America Beautiful and Keep Columbus Beautiful to perform an Area Blight Index of the WMPR Empowerment Zone with the assistance of 40 volunteer participants
- Collaborated with Keep Columbus Beautiful to perform a Blight Index of the Alleys in the WMPR Empowerment Zone
- Collaborated with Keep America Beautiful and Keep Columbus Beautiful to perform a follow-up Area Blight Index of the WMPR Empowerment Zone in June 2007.
- Administered WMPR Area Resident Survey in conjunction with Dr. James Frank, Univ. of Cincinnati and Dr. Kearns, Otterbein University, over 800 homes visited, 210 Surveys completed, 32 volunteer surveyors (Exhibit J)
- Creation of CAYND Program Data procedure and quarterly reporting form to begin September 2007 - We have implemented an evolving process to systemically document the change indicators in a transparent method to track, guide, and describe who provided what benefits to whom.
- Revised CAYND Program brochure to include community beautification information
- Developed WMPR Community Blight Abatement & Beautification Proposal and seeking funds for 2007-08 year (Exhibit C)
- Developed Victims of Gang Violence Crisis Response Team Proposal and seeking funds for 2007-08 year (Exhibit C)

- Developed CAYND Recruitment Proposal and seeking funds for 2007-08 year (Exhibit D)
- New Collaboration: Franklin County Adult Probation Community Service (CAYND will be community service site)
- Attended Ohio Regional Gang Summit
- Creation of Victims of Gang Violence Crisis Response Team Reference and Reference Material Manual (available upon request)
- Selected to Facilitate Girl Scouts Bonds Beyond Bars Summer Series on Gang and Bullying prevention at FCPR and ORW.
- Collaboration with ODRC, Gun Injury Reduction Project (1 Grants submitted to BJA)
- Facilitated Initial Girl Scouts Bonds Beyond Bars Summer Series Meeting on Gang and Bullying Prevention at FCPR. Several Mothers shared their personal stories of gang life.
- Authored and submitted CAYND proposal to six (6) additional funding sources and have not received a response to-date.
- Thanks to the generosity of Brian Wollenberg, President, Byron Sanders Foundation, the CAYND Program was able to provide assistance above and beyond the originally stated goal of aiding 75 families for the Thanksgiving Holiday. CAYND was able to assist 92 families with over 100 food “baskets.” All families with 5 or more members received 2 baskets. Many families received Gift Cards of \$10 or more to assist with purchasing a turkey.
- Please see Exhibit E for list of Program Director’s activities by month and quarterly goals.
- Please see Exhibit K for samples of materials for CAYND collaborations

Evaluation

CAYND’s effectiveness is basically measured in these following multiply methods:

- Administrative data collected by participating agencies – information regularly and consistently collected in support of an organization’s function and stored within the CAYND information system.

- Surveys of individuals and/or groups administered in person, by telephone, or through electronic means. Surveys cover such topics as opinions of their neighborhood, public services, social services, and how they could improve.
- Qualitative Assessments, including structured, semi structured, and open-ended interviews and observations of participants, collaborators, and the physical aspects of the WMPR Empowerment Zone (i.e. Blight Index Study).

First, data has been collected before, during, and at yearly intervals to measure increases and decreases in all crimes, community beautification, employability, amount and types of after school and summer programs for children and young adults, and grant dollars contributed to this CAYND Initiative. Second, pre and post surveys of neighborhood urban blight conditions, which are ongoing and third, anecdotal evidence from law enforcement agencies, municipal services, The Ohio State University School of Public Policy and Management. In addition Mayor Coleman, City of Columbus employees, APDS staff and volunteers intermittently go into the WMPR Empowerment Zone neighborhoods surveying households and meeting with residents to get additional feedback about services provided and needed to prevent and reduce violence in their communities by working together to meet our measurable goals. During these two years of this three-year initiative CAYND accomplished 11 of the 15 measurables (Exhibit F), including increasing after-school and summer activities for youth, increasing employment opportunities, increasing volunteer community involvement, increasing the amount of grant dollars spent on the WMPR Zone, and more. Based on feedback from residents throughout Columbus, CAYND has mobilized public support for this program and goals.

The Columbus Division of Police reported that the number of reported violent crimes in the WMPR Empowerment Zone decreased from 229 in 2005 to 218 in 2006. Also the same report indicated that the number of reported gun crimes in the WMPR Empowerment Zone decreased from 133 in 2005 to 126 in 2006. However, the number of homicides in the WMPR Empowerment Zone increased from two (2) in 2005 to five (5) in 2006.

During the period from January 1, 2007 to June 30, 2007 the Columbus Division of Police reported that in the WMPR Empowerment Zone there were 103 violent crimes reported. Fifty-four gun-related offenses were reported during the same period. There were two homicides reported in the targeted area for the same 6-month period. In the targeted area there were 58

robberies reported in the first six months compared to 71 reported robberies the entire previous year of 2006. The Columbus Department of Public Safety reported that during the same periods in 2006 vs. 2007 that the homicides in Columbus, Ohio have decreased from 56 to 44.

The City of Columbus Department of Public Safety reported that the number of homicides in Columbus during 2006 stayed the same as 2005 at 104. However, they reported a substantial decrease in the percentage of African American victims from 76% in 2005 to 63.5% in 2006. There was a substantial decrease in the percentage of African American suspects from 72% in 2005 to 40% in 2006. The percentage of persons in both aforementioned category ages 30 years and under substantially decreased from 69% in 2005 to 48% in 2006. In 2005 the City of Columbus Department of Public Safety reported that suspects used guns in 78% of the murders and this year they reported that the percentage of guns used in murders remained the same in 2006.

It is extremely critical to note that while this data indicates that reported crime has been reduced in the WMPR Empowerment Zone, cause and effect are difficult to establish in complex multi-layered comprehensive community initiatives.

Columbus Public Schools' Office of Accountability & Testing/Department of Evaluation Services provided an in depth report on truancy in this school district. It highlights that the number of visits to the Truancy Intervention Center in school year 2003-2004 was 393 and visits jumped in school year 2004 – 2005 to 814. The number of visits declined in school year 2005 – 2006 to 269.

CAYND has established an ongoing working relationship with several Columbus Municipal Services Departments, particularly Development, Public Service, Education, and Recreation and Parks Departments; and a very active working relationship with the Public Safety Department that oversees CAYND under the direction of Director Mitchell Brown.

Despite many successes for individuals who have navigated through the CAYND program over the past two years, the perception of the residents is that the collective change of this community with multiple risk factors is too slow and they have not experienced the commitment and

resources from the residents within the community and resources from outside the WMPR Empowerment Zone to target social and economic strategies for the entire zone.

Trends

The Columbus Police Department reported on March 10, 2005 that the current known gangs in Columbus are variations of several nationally based street gangs such as the Bloods, Crips, Folks, Laos Thugs, Aryan Nation, MS-13, Nortenos Surenos, 18th Street, and Brown Pride. Gang affiliations in the WMPR Empowerment Zone are made up mainly of the Bloods, Folks, and Crips with the Bloods having the most visible presence in 2005 and early 2006. Recently, there has been a surge of high visibility by the Folks in the WMPR Empowerment Zone.

One of the trends that present a major concern for Columbus is that recruitment techniques of the gangs are becoming more sophisticated and targeting youth at younger ages in elementary schools. Gangs are recruiting and attracting more youth from middle class families in single parent homes and/or two parent homes where both parents work and leave children unsupervised and an easy mark for gang recruitment.

Recent National Youth Gang Surveys (NYGS) findings reveal that returning gang members from prison to communities are a noticeable problem for approximately two-thirds of the gang-problem jurisdictions (Egley and Ritz, 2006). Although we have not been able to measure the impact of gang members returning to the WMPR Zone after incarceration, we have recognized that many lack high school degrees and preparation to obtain employment and/or many businesses do not hire applicants who have a felony on their police record. The re-entry of former gang members and their high rates of recidivism point to the need for more effective in-prison and community-based programming aimed at preparing them for and helping them with (positive) community re-entry (especially employment and housing).

Columbus Division of Police reported in 2005 that there were at least 400 known street gang members in Columbus, of which 246 were documented as active members. On May 9, 2007,

WBNS-TV News located in Columbus, Ohio reported that Columbus Division of Police reported that there were 1,000 documented gang members in Columbus and surrounding communities.

Gangs affect American society at all levels, causing heightened fear, crime, and economic cost. Violent criminal groups in one neighborhood affect public safety of people who live in all neighborhoods. It affects the image of Central Ohio for potential residents and businesses. Gangs in Columbus, Ohio play a role in firearm transactions and violence, homicide, drug use and trafficking, home invasions, car theft, and/or a general decline in the quality of life, along with other crime problems. Community residents' fear of gangs and of becoming victims of gang crime has become a daily experience for people who live in low-income neighborhoods where gangs are more prevalent and dangerous.

The medical and financial consequences of gang violence are often overlooked. The total volume of crime is estimated to cost Americans \$655 billion each year (Fight Crime: Invest in Kids 2004), and gangs are responsible for a substantial proportion of this cost. Gangs in the United States have long had a significant economic crime impact (Bureau of Justice Assistance, 1997; Valdez, *A Guide to Understanding Street Gangs*). The Columbus Dispatch newspaper (December 10, 2006) reported that the Central Ohio Trauma Unit records show that the number of patients age 18 or younger admitted to Franklin County hospitals with gunshot wounds – and discharged alive – has doubled in the past five years. The number was 35 gunshot victims age 18 or younger in 2000 and dropped to 20 in 2001. Since then it rapidly increased to 75 by the end of 2005.

Where they have a substantial presence, youth gangs are linked with serious delinquency problems in elementary and secondary schools in the United States (Chandler, Chapman, Rand, and Taylor; 1998).

Trends of gang-related violence and crime are documented throughout this proposal. As gang migration occurs at increasing levels across the country, new and emergent trends in criminal activity will surface. New communities will feel the impact of gangs in their neighborhoods and will see the slow erosion of safe havens for their children. Gangs are moving into jurisdictions

where law enforcement may have less knowledge of their activities and culture and may not have the support to combat them (Exhibit G - Dispatch, October 29, 2006).

Based on findings by members of the NSWG, versions of the OJJDP Comprehensive Gang Model appear to be the most promising in communities that have an array of problems surrounding a gang problem and fit well within existing community policing framework and philosophy. After an in-depth analysis of quantitative and qualitative data, NSWG selected a strategy of focused deterrence that combined suppressive and social intervention techniques. This is exactly the process the Neighborhood Safety Working Group has followed, and CAYND specifically, is one those strategies.

Recommendations

During the third year we are building on lessons and experiences of the first two years in several following ways:

- Use more creative marketing and programs to connect with targeted population prior to their involvement in sexual activity, substance abuse, crime and violence.
- We have designed, introduced, and must begin implementing this evidence-based intervention and prevention program with action steps that are likely to provide intermediate and ultimate outcomes (Exhibit B).
- Improving outcomes for children 6-12 years old using evidence-based prevention programs and recommending that the collaborators use the Search Institute's 40 Developmental Assets (Exhibit H) for adolescents as a common risk and protective factors guideline.
- Use more creative marketing to get residents to attend Neighborhood Safety Academies to increase residents' understanding of how to benefit from public systems and to engage more of them in community development processes.
- Sustained and sustainable neighborhood improvement requires an infrastructure and environment that can drive and support change in multiple systems simultaneously. It is my observation that too many of the community-based civil service organizations are fragmented from each other and perceived inaccessible to many of the residents in the WMPR Empowerment Zone. While several of the community civil service groups have grown to work with CAYND, the Driving Park Area Commission has been the most interactive with CAYND to-date. The concept of the Livingston Avenue Collaborative for Community Development (LACCD) was created to address this issue. However, from my experience as a former board member and now as an executive of a community-based organization in the WMPR Empowerment Zone, LACCD is perceived to have

taken on the role of one of the fragmented parties as opposed to the purpose for its creation, which is to be a facilitation and funding umbrella for several of the organizations that service the WMPR Empowerment Zone and to build strength in unity. Note: I was recently informed by a LACCD Board member that LACCD is moving in the direction of its' original purpose.

- Increase personal, phone, and email contacts with key personnel in CAYND Intervention Network and key residents to improve communication and coordination of collaborators of CAYND to strengthen collaboration by building better relationships between collaborators and residents.
- Improvements on evaluation processes:
 - Redefine key intermediate and long-term outcomes
 - Should include tracking outcomes of participant's development who gain employment and/or family formation
 - Matching and/or combining indicators of change for public services that are compatible with desired outcomes for residents
 - Building the capacity of individuals who are involved in comprehensive community change and decision-making to participate in evaluations.
 - Measurables must produce information and it must be presented in a manner that people can use it to take action and to influence policy making in the WMPR Zone.
 - Address the issue of Confidentiality - CAYND can add more common language to Memorandum of Understanding (MOU) and surveys to address confidentiality/privacy concerns of collaborators and residents; such as specifying in writing that evaluators and/or interviewers will not release any identifiable information (even to the agency that provided the original data). As a general rule we should specify that we will only use locally aggregated data instead of individually identifiable information when possible.

Under the leadership of Jerry Saunders, Sr. and the effort of Regina (Mitchell) Lurry, this initiative has met organizational structural goals on time, however, there is a paramount need for targeted marketing of pre-teens/teenagers, additional staff, and supplies to coordinate, evaluate and meet the demand of the rapidly growing workload of this initiative. The collaborators of CAYND must develop a “negotiated investment strategy” and “resource development plan” for the future financing of CAYND.

Exhibit A

Collective Action for Youth & Neighborhood Development (CAYND Program)

(Providing positive alternatives for youth)

5 Core Strategies

I. Community Mobilization Efforts

1. CAYND Steering Committee
2. CAYND Intervention Network
3. Re-entry Referral Network
4. Coordination of Municipal Services for WMPR Zone
5. Citizen Circles
6. Word on the Street
7. APDS Community Ambassadors
8. PhotoVoice Project
9. FESTAC (Festival of Art and Culture)
10. WMPR Empowerment Zone E-Newsletter

Community Beautification Efforts

1. KCB/WMPR Assistant
2. Community Garden Employee
3. Graffiti Removal Employee
4. Community Clean-ups

Community 'Garden of Kindness' (941 Carpenter)

II. Social Intervention

CAYND Intervention Network -Social Services

1. APDS, Inc. ATOD, Anger Management, Domestic Violence, Summer Camp, After School Program, Personal Development, and GED Program, citizen circle/support group
2. CSCC-OTAP Industrial trade training and opportunities

3. Columbus Public Schools	Educational resources and opportunities, GED
4. COWIC	Job readiness, basic skills development, and employment
5. MICA Jobs	Job training and employment
6. Columbus Urban League	Job training, employment for offenders, mentoring for youth and young adults, citizen circle
7. Community Connections	Ex-offender job assistance
8. Alvis House	Ex-offender job assistance, temporary housing
9. TEACH Enterprises	Ex-offender job assistance
10. Community for New Direction	Summer Day Camp, ASP, Youth Employment
11. Community Properties of Ohio	Housing assistance, community development
12. Esther Assembly #28	Youth mentoring, leadership development, recreation
13. FC Job and Family Services	Public assistance, Healthy Start, PRC, job assistance
14. Girl Scouts/ Bonds Beyond Bars	Assist young girls with incarcerated Mothers, maintain a connection and bonding, mentoring, recreation
15. Huckleberry House, Inc.	Youth Outreach, Crisis Shelter, Counseling
16. Legal Aid Society of Columbus	Child and Youth Law Program, housing conditions, legal assistance for No Child Left Behind
17. Mentoring Center of Central Ohio	Train mentors
18. Project Linden	Job Readiness, ATOD, High Risk Youth, IOP, Women's Services Program, WISH
19. St. John Learning Center	GED Program, computer classes, Community Kitchen, Food pantry, & Clothing pantry
20. TechBridge	Computer Training, IT
21. Communities In Schools	Coordinate neighborhood services, register families for Healthy Start, work with students at-risk of drop out
22. YMCA	Truancy Program
23. 100 Black Men of Central Ohio	Group mentoring at Columbus Africentric Early College

Re-entry Referral Sources

24. Adult Parole Authority	Offender supervision, gang Supervision, referral source
25. FC Adult Probation Dept.	Offender supervision, gang Supervision, referral source
26. FC Juvenile Court	Offender supervision, referral source
27. Ohio Dept. Youth Services	Referral source, offender supervision

Municipal Services Component

28. Driving Park Area Rec. Center	Recreational opportunities
29. Columbus Department of Public Safety	Funding and coordination of municipal services
30. Columbus Health Department	Increase access to cultural respectful health care
31. Columbus Department of Development Near East/South Side Pride Centers	Code enforcement and decreasing vacant homes and lots Information dissemination, referral source, community development
32. Columbus Division of Police	Decrease violent crimes, decrease gun related offenses, decrease truancy and increase block watch participation
33. Public Services – KCB	Community clean-ups, illegal dumping, cleaning supplies, graffiti removal, and Blight Index

III. Provision of Opportunities

1. APDS GED Location
2. APDS Job Readiness Program
3. PhotoVoice Project
4. Community Garden
5. Citizen Circle/Support Group
6. Word on the Street Program at South H.S.
7. Personal Development Classes at Columbus Africentric Early College

Need:

1. Gang Prevention Program in WMPR Zone (targeted at Preschool and Elementary Students)
2. Gang Intervention Program in WMPR Zone (target ages 12 and above)

IV. Suppression

1. Columbus Police Department
2. FBI (Federal Bureau of Investigation)
3. ATF (Alcohol, Tobacco, and Firearms)
4. DEA (Drug Enforcement Agency)
5. ODYS (Ohio Department of Youth Services)
6. Franklin County Juvenile Court
7. Franklin County Adult Probation
8. APA (Adult Parole Department)

V. Organizational Change and Development

1. CAYND Steering Committee
2. CAYND Intervention Network
3. Re-entry Referral Network
4. Coordination of Municipal Services for WMPR Empowerment Zone
5. Citizen Circle/Support Groups
6. Much stronger emphasis on providing evidence-based prevention services
7. Strengthening families – families and communities supported by core social institutions having the primary responsibility for meeting the basic socializing needs of children (40 developmental assets)
8. Truce of gang members in WMPR Empowerment Zone

Exhibit B

Redefining – Restructuring – Recreating Community Support Systems by Addressing Risk and Protective Factors

(“Grassroots” awareness and education campaign regarding risk and protective factors marketed towards targeted groups and community stakeholders)

Risk factors are personal characteristics or environmental conditions scientifically established to increase the likelihood of problem behavior. The risk and protective factor framework suggests that risk factors combine to contribute to and shape problem behaviors over the course of adolescent development and, while no single risk factor is more potent than another, the more risk factors present in life, the greater the probability of problem behaviors (Bry, McKeon, and Pandina, 1982; Newcomb, 1995).

Risk factors are powerful tools for identifying the probability of problem behaviors. However, risk factors are only one half of the equation. Researchers hypothesized that if there are factors that can increase the probability for problem behaviors, there also should be factors that decrease the probability. The main thrust of this hypothesis was the observation that youth exposed to multiple risk factors often escaped their impact (Surgeon General, 2000). This observation led researchers to search for the characteristics or conditions that might confer resilience (i.e., factors that moderate or buffer the effects of risk) (Garmezy, 1985; Rutter, 1987; Werner, 1989). These protective or resiliency factors provide the explanatory force for why adolescents who face the same degree of risk may be affected differently.

Protective factors are conceptually distinct from risk factors, in that protective factors are characteristics or conditions that interact with risk factors to reduce their influence on violent behavior (Garmezy, 1985; Rutter, 1985; Stattin and Magnusson, 1996) and may or may not have a direct effect on violence (Jessor et al., 1995; Stattin and Magnusson, 1996). The hypothesized interaction may take place in one of two ways. Protective factors may contribute to resilience either by exerting positive effects in direct opposition to the negative effects of risk factors (additive model) or by buffering individuals against the negative effects of risk factors (interactive model) (Kirby and Fraser, 1997; Rutter, 1990). Empirical evidence supports the interactive model (Pollard, Hawkins, Arthur, 1999). An example of a community risk factor is Social and Physical Disorder, which fosters indicators such as hate crimes, poor external housing conditions, non-enforcement of building code violations, homeless projections, vandalism, illegal drugs and alcoholism. An example of a community protective factor is Opportunities for Participation, which fosters indicators such as community service opportunities and volunteerism, meaningful ways for youth to participate in community activities, availability of pro-social activities.

Risk Factors

Risk factors include the family (immediate and extended), the school, the peer group, the community, programming on television, characteristics of juveniles themselves. The more risk factors present in a community, the greater the likelihood of youth problems in that community as children are exposed to those risk factors. Prevention strategies will need to be comprehensive, addressing each of the risk factors as they relate to the chronological development of children being served.

Examples of risk Factors

<ul style="list-style-type: none">•Gun possession•Availability of alcohol & drugs•Availability of fire arms•Community instability•Economic deprivation•Social & physical disorder	<ul style="list-style-type: none">•Gang involvement•Teen parenthood & sexual activity•Favorable attitudes toward drug use•Early onset of violence•Family management problems•Negative attitude toward school
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Protective Factors

Protective factors are conceptually distinct from risk factors, in that protective factors are characteristics or conditions that interact with risk factors to reduce their influence on violent behavior (Garmezy, 1985; Rutter, 1985; Stattin and Magnusson, 1996) and may or may not have a direct effect on violence (Jessor et al., 1995; Stattin and Magnusson, 1996). The hypothesized interaction may take place in one of two ways. Protective factors may contribute to resilience either by exerting positive effects in direct opposition to the negative effects of risk factors (additive model) or by buffering individuals against the negative effects of risk factors (interactive model) (Kirby and Fraser, 1997; Rutter, 1990).

Examples of Protective Factors

<ul style="list-style-type: none">•Social Competencies•Commitment to community and school•Effective parenting•High expectations	<ul style="list-style-type: none">•Involvement with positive peer group•Presence of caring, supportive adults•Safe environment• Participation Opportunities
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Asset-Based Community Development

Asset-based community development leads toward the development of policies and activities based on the capacities, skills and assets of lower income people and their communities.

It is a reasonable and prudent assessment that even the poorest neighborhood is a place where individuals and organizations represent resources upon which to rebuild. The key to community regeneration is to locate all of the available local assets, to begin connecting them with one another in ways that multiply their power and effectiveness.

Individuals, associations, and institutions – these three major categories contain within them much of the asset base of every community.

Entities from each of these categories will provide input and resources toward the design and implementation of a strategic plan toward asset-based community development to improve citizens quality of life as it relates to safety, education, health, housing, economics, and transportation.

The collective assembly of the abovementioned categories will meet monthly and the committees will execute assignments between the general meetings.

Strategic Planning and Implementation Team

Local Institutions	Citizens' Organizations	Gifted Individuals
Businesses Recreation Centers & Parks Hospitals & Health Facilities Social Services Schools Colleges After School Programs Head Start Libraries Churches	Civic Commissions Block Watch Groups Street Gangs Social Groups	Elderly Youth Artists Laborers Construction Builders Landscape Architects Gardeners Rites of Passage Instructors

Strategic Planning Agenda Items for Changing Community Climate

Personal and Family Development

Programs for all youth

- School Readiness Resource Centers
- Information and referral to social and health services
- Sport programs
- Performing Arts
- Art programs
- Volunteerism
- Transportation
- Developmental pathways

Programs for youth at greatest risk

- Academic study groups to help student achieve at grade level
- Conflict resolution and anger management
- Developmental pathways II
- Career development
- Community ownership
- Family development
- Mentoring

Intervention

- Violence prevention, anger management, conflict resolution
- Employment development
- Community service
- Adult Basic Literacy Education (GED)
- Mentoring
- Financial management
- Short, Intermediate, and Long term planning education

Re-entry Services

- Violence prevention, anger management, conflict resolution
- Employment development
- Community service
- Adult Basic Literacy Education (GED)
- Mentoring
- Financial management
- Short, Intermediate, and long term planning
- Residency

Community Development

Centralized communication system

Victim assistance program

Community beautification (strategic planning)

 Vacant Houses Initiatives

 Greening of community

Review of Services to community

 Food Supply

 Health Care

 Education

 Banking

 Check Cashing Companies

 Municipal Services

 Transportation

 Faith-based services

 Enforcement

 Neighborhood Safety Academy

 Block Watch

Authored and Submitted by Jerry Saunders, APDS

March 2, 2007

Exhibit C

CAYND 2007-08 PROPOSED AREAS OF CAPACITY BUILDING

The following are 2007-08 CAYND capacity building areas to place stronger emphasis on that require additional funding to support additional staff, supplies, and marketing to continue developing the needed “more intensive” coordination and evaluation of the pilot initiative. The budget and narrative is available upon request.

1. CAYND (Collective Action for Youth and Neighborhood Development) Program Victims of Gang Violence Crisis Response Team

Background: According to the 1999 National Youth Gang Survey, throughout the United States more than 26,000 gangs with more than 840,500 gang members exist and conduct acts of crime, including violence. According to the Ohio Attorney General’s 2000 Ohio survey, more than 700 gangs and more than 13,200 gang members were identified in Ohio. Combining the numbers with the fact that criminal gangs have a primary activity of committing crime and it is apparent that all professionals throughout Central Ohio must work together to address and reduce the number of victims and witnesses involved with gang violence.

Gang-related crimes have unique dynamics, which if addressed from the onset can effectively assist the victims and witnesses involved. Key issues associated with gang victimization include:

- ❖ Intense Victim Trauma
- ❖ Victim Blame
- ❖ Witness Intimidation
- ❖ The Cycle of Violence

Victims of gang violence are often reluctant to report their victimization and seek assistance for fear of retaliation. Without sensitive and non-judgmental assistance, victims of gang violence are placed at increased risk of becoming victims again, as well as becoming victimizers later in life and teaching violence or victimization to their children as an appropriate means of interacting with others. Often unidentified, ignored, and under-served, victims of gang crime have fewer resources and less ability to exercise their rights than do victims of many other types of crime.

Rationale: Due to the increase in random violence and gang-related incidents in Central Ohio, too many youth and community residents are being caught in the crossfire and ultimately left to pick up the pieces and cope without any assistance.

While at the Ohio Attorney General's Office, Regina Mitchell, CAYND Program Director, coordinated the State of Ohio Victims of Gang Violence Team. The primary goal of the VGVCR Team was to develop a statewide model for victims of gang violence. This model was designed as a statewide model, identifying professions who interact with the issue of victims of gang violence.

The preliminary goals for the Victims of Gang Violence Crisis Response Team (VGV CRT) are as follows:

- ❖ Provide and implement a standard prevention, action and reaction protocol for professionals to utilize when dealing with gang-related violence
- ❖ Provide immediate assistance and resource information to victims and witnesses of gang-related crime and violence
- ❖ Improve services for victims of gang violence
- ❖ Improve services for witnesses of gang violence
- ❖ Increase awareness regarding gang violence for service providers in Central Ohio

2. “Gang Culture” Awareness and Prevention

CAYND primary objective during its second year is to continue initiating partnerships and collaborative relationships that help the social service community maximize the collective effectiveness of its prevention, intervention, and treatment services as it relates to “Gang” culture. To provide technical assistance, training, resources and support to system administrators and agency managers as they continue to build the WMPR Empowerment Zone social service network in the following ways:

- ❖ Training and Technical Assistance

CAYND offers training aimed at staff/volunteers and program development to help address the needs of the targeted group particularly those customers strongly influenced by the “Gang Culture”. This cross-disciplinary training is tailored to

meet the social, educational, and workforce needs of the WMPR Empowerment Zone. Four areas of particular emphasis for training programs have been: 1) to support the adoption of evidence-based prevention and intervention practices; 2) to enhance staff and volunteer development; 3) to promote better integration and evaluation of services and programs available for persons in the targeted group within the WMPR Empowerment Zone; and 4) to develop emerging leaders, including teenagers, within the WMPR Empowerment Zone for community development with a strong emphasis on assisting families.

In January 2007, APDS offered 32 scholarships to members of the CAYND collaborative for Non-Violence Communication training by a world famous Psychologist, Dr. Marshall Rosenberg. Dr. Rosenberg's NVC method of conflict resolution is practiced in 35 countries and is used in war-torn countries, boardrooms, neighborhood conflicts, and homes. Our intent is to provide the collaborators with an evidenced-based common method of resolving conflict that we can provide trainings to youth and families in the WMPR Empowerment Zone.

❖ Ongoing Assessment & Improvement

Ongoing feedback and evaluation reports shared among multiple social service disciplines in targeted communities is part of CAYND's strategy in promoting the widespread use of evidence-based practices throughout Central Ohio. CAYND is helping the existing social service collective as a whole by helping Columbus maximize the collective effectiveness of its prevention, intervention, and

treatment services by fostering a continuous state of self-assessment to measure the efficacy and success of our work. By evaluating impact and documenting outcomes, the Intervention Network can better understand the effects of its efforts and is therefore able to provide valuable insights for future areas of exploration in the prevention, intervention, and reduction of gang violence.

❖ Forging Partnerships

During 2006, the request for assistance with employment was by far the most requested service of all participants. In our effort to better address these requests, APDS has established a partnership with Central Ohio Workforce Investment Corporation (COWIC). In February 2007, APDS opened a satellite office in the COWIC One Stop Career Center. The One Stop Career Center offers core related employment services, comprehensive assessments of skill levels and service needs, and offers occupational skills training; all at no cost to participants. At least eight of CAYND workforce development/employment collaborators are “housed” within the One Stop Career Center which will allow CAYND associates greater access to employment related services and provide COWIC partners greater access to APDS substance abuse and violence prevention and treatment programs for the benefit of their customers.

These collaborative efforts allow Central Ohio to draw on the diverse expertise of related groups to create opportunities for positive systemic changes and the development of a targeted focus of providing effective services for a rapidly growing culture that is changing the dynamics of the social service industry.

3. WMPR Community Blight Abatement, Beautification, and Maintenance

Background: The Public Service Department, Refuse Collection Division, Keep Columbus Beautiful program entered into contract with APDS to provide personnel to abate negative environmental conditions and develop community beautification projects within the WMPR Empowerment Zone. These services primarily consisted of litter collection and graffiti removal to remove blight and improve the quality of life in and around properties within the WMPR Empowerment Zone.

Rationale: The Personal Service contract with KCB ended November 30, 2006. In order to continue to offer a holistic program and effect positive social change, the CAYND Program will ensure that beautification, blight abatement and graffiti abatement initiatives continue within the WMPR Empowerment Zone in order to improve the quality of life of area residents.

Decrease area blight.

Provide strategic plan to clean up and keep community clean by providing year-round cleaning of public spaces and low cost cleaning and maintenance services to elderly and/or low-income residents. The intent is to employ targeted residents of WMPR Empowerment Zone to the following provide services:

- ❖ Host an annual community-wide clean up

- ❖ Increase community participation in clean up efforts
- ❖ Task Area Commissions, Civic Associations, Businesses and Corporations to conduct quarterly clean ups
- ❖ Work with local schools (Elem.-H.S.) to have them 'adopt-an-area' to maintain awareness and education campaign about Department of Development
- ❖ Neighborhood Investment Incentives

Increase # of community gardens and green space areas.

- ❖ Identify vacant lots and potential green spaces
- ❖ Recruit volunteers
- ❖ Work with local schools to incorporate a gardening program. (Heyl Elementary students will have a plot in the garden located at 941 Carpenter - close proximity to school)

Decrease amount of graffiti in area.

- ❖ Continue to work with KCB in having the graffiti waivers signed.
- ❖ Offer to loan Paint Out Kits to area residents.
- ❖ Prevention Training Program and Literature Dissemination
- ❖ Offer Program and Conduct Trainings to local After School Programs, Summer Camps, Schools, etc.
- ❖ Disseminate Prevention Literature
- ❖ Offer Painting Assistance
- ❖ APDS Community Ambassadors (volunteer program)
- ❖ Seasonal Graffiti Abatement Workers

Seek funding and retain Beautification Staff.

- ❖ One full time Beautification Coordinator and 1 full time laborer

Exhibit D

CAYND (Collective Action for Youth and Neighborhood Development) Program Recruitment Plan

Background: CAYND will collectively provide and strategically implement a comprehensive network of intervention and prevention programs, focusing primarily on youth less than 22 years of age, to decrease criminal activity (particularly gang violence) in the targeted area. Although our targeted population is less than 22 years of age, gang researchers and expert practitioners have documented the strong sphere of influence that adult gang members have on the targeted population; therefore, CAYND will provide comprehensive reentry services to older ex-offenders returning to the targeted zone as another component of intervention that directly effects the initially agreed upon targeted population.

Rationale: The CAYND program needs to make more of a concerted effort to reach at-risk and gang involved youth within the WMPR Empowerment Zone in order to get them engaged in positive recreational activities and needed social services. Currently 36% of the requests for services have been above the target age of 22 and below and 50% of the customers have resided outside of the WMPR Empowerment Zone.

Recruitment Plan

- 1. Increase Community Awareness of Programs and Services offered.**
 - a. Literature Dissemination and Outreach
 - b. Reach Out to Franklin County Juvenile Court
 - i. Request Referrals
 - ii. Offer Program for Diversion Clients residing within zone
 - c. Obtain/Request referrals from CPD SRB Anti Gang Unit Detectives
 - d. Seek funding and hire a FT Community Outreach and Resource Specialist
- 2. Receive input from area youth and residents for new and innovative programs and services.**
 - a. Begin Focus Groups and Think Tanks with area youth and young adults (22 years of age and below)
 - b. Work with APA to develop a Citizen Circle Site

Exhibit E

Collective Action for Youth and Neighborhood Development (CAYND)

Program Memorandum

Date: 8/16/2007
To: Mitchell Brown, Safety Director; Barb Seckler, Assistant Safety Director; Seth Walker, Assistant Safety Director; Sherry Bodine, Office of Mayor
Cc: Jerry Saunders, APDS CEO/President
From: Regina M. Lurry, MCJ, RA, GCDF - CAYND Program Director
RE: **2006-07 Monthly Activity and Quarterly Goals**

Monthly Activity Outline

June 2006

- ✓ CAYND Program Intakes and Assessments
- ✓ CAYND Program Inquires
- ✓ Meeting with Veronica Anthony re: Build a Bridge Collaboration
- ✓ Community Shelter Board 12th Annual Mel Schottenstein Birthday Celebration
- ✓ MOU Meeting with Jessica Lodermeier, Legal Aid
- ✓ MOU Meeting with Debera Diggs, Communities In Schools
- ✓ MOU Meeting with Rev. Gina Hawthorne-Hill, NuLife Bridges and DPAYC
- ✓ NSWG Staff Meetings
- ✓ Community Outreach and Networking at Thursday AM Near East Pride Center Meetings
- ✓ WMPR Area Ride-a-long with H.Heard, LACCD Member and resident re: KCB Flash Cam placement
- ✓ CAYND Steering Committee Meeting
- ✓ CAYND Intervention Team Meeting
- ✓ Community Development Meeting
- ✓ Attended Mayoral Briefing: Hot Spots and Gang Initiatives
- ✓ Ohio Returning Home Comprehensive Integrated Family Case Management (Re-entry Program), Community Connections
- ✓ MOU Meeting with Russell Ingram, KattzSkinners Multimedia Group
- ✓ CAYND Job Readiness and Enrichment Program
- ✓ Mental Health/CAYND Meeting with Tracey Mahoney, Children's Hospital
- ✓ Troop 1500: Girl Scouts 'Bonds beyond Bars' Program Screening (Arena Grand Theater)
- ✓ WMPR Area Ride-a-long with K.Radford, resident re: KCB Flash Cam placement

- ✓ Rebuilding Lives Steering Committee Meeting
- ✓ Meeting with Kandi Bennett, Youth Build re: potential collaboration
- ✓ Meeting with Amiee, CSCC OTAP Program re: potential collaboration
- ✓ Application, Search and Interview Process for PT Positions (KCB Contract)
- ✓ Attended Stillwater Meeting re: vacant houses within model zone
- ✓ Orientation and placement of CFCYW Summer Youth Employees

July 2006

- ✓ CAYND Program Intakes and Assessments
- ✓ CAYND Program Inquires
- ✓ Hired: KCB/WMPR Assistant
- ✓ Hired: Graffiti Abatement Employee
- ✓ Hired: Community Garden Employee
- ✓ PT Employee Orientation
- ✓ NSWG Staff Meetings
- ✓ CAYND Job Training Program
- ✓ CAYND Youth Client Meeting re: CSCC Youth Build Program
- ✓ Byrne Memorial Gang Grant Meeting (DPS)
- ✓ Project COPE Meeting (ODRC Re-entry Pilot Program)
- ✓ American Community Gardening Association (ACGA) event at Franklin Park Conservatory
- ✓ Community Gardening Meeting with Four Seasons City Farms
- ✓ NSWG Meeting
- ✓ KCB Meeting
- ✓ CAYND Year End Luncheon
- ✓ Meeting with Sherri Palmer, Program Manager, KCB
- ✓ Municipal Services Database June Update Meeting
- ✓ Meeting with Barb Sieb, Columbus Public Schools re: new GED location
- ✓ CAYND/KCB Employee Meeting
- ✓ DPAC Economic Development Committee Meeting
- ✓ Friendly Missionary Baptist Church: outreach and introduction of local gang members with Pastor LaMarr

August 2006

- ✓ CAYND Program Intakes and Assessments
- ✓ CAYND Program Inquires
- ✓ National Night Out: Southside Community Action Network
- ✓ KCB Alley Index
- ✓ NSWG Staff Meeting
- ✓ CAYND Informational Meeting with Ella Moody, ROCKHARD Entertainment
- ✓ Byrne Grant Bi-weekly Update
- ✓ MOU Meeting with Christine DeChicco, S.A.V.E.
- ✓ CAYND Steering Committee Meeting
- ✓ CAYND Intervention Team Meeting

- ✓ Meeting with Rachel Ginsberg, CHP re: gang prevention/intervention programming at CHP Properties
- ✓ CAYND/KCB Meeting
- ✓ CAYND Employee Training: Gang Awareness Training
- ✓ CAYND/MICA Collaboration Meeting
- ✓ CAYND Program and Gang Awareness Presentation: Calvary Tremont Missionary Baptist Church
- ✓ Neighborhood House Family to Family Program Stakeholder's Meeting
- ✓ CAYND Program and Gang Awareness Presentation: Crittenton Community School
- ✓ Miss Teen Columbus Pageant: Judge and Outreach
- ✓ DPAYC/Nu Life Bridges and CAYND collaboration meeting
- ✓ Creation of CAYND Volunteer Program

September 2006

- ✓ CAYND Program Intakes and Assessments
- ✓ CAYND Program Inquires
- ✓ CAYND Steering Committee Meeting
- ✓ CAYND Intervention Team Meeting
- ✓ Formed Collaboration with Alvis House Youth Program
- ✓ Home Again Meeting
- ✓ CAYND Job Readiness Program
- ✓ Prevention Standards Training
- ✓ NSWG Executive Staff Meeting
- ✓ Power Lunch with Curtis Jewell, Excel Management
- ✓ Pinwheels for Prevention Meeting (CFCFA)
- ✓ Vassor Village NSA (volunteer)
- ✓ Driving Park NSA (volunteer)
- ✓ Columbus Urban League: Urban Crime Prevention Initiative
- ✓ Columbus Town Hall Meeting
- ✓ Carpenter/Kossuth Community Garden Lawn Maintenance
- ✓ Stillwater Community Forum
- ✓ FESTAC (Festival of Arts and Culture)

October 2006

- ✓ CAYND Program Intakes and Assessments
- ✓ CAYND Program Inquires
- ✓ CAYND Intervention Team Meeting
- ✓ CAYND Steering Committee Meeting
- ✓ FCCS PFS Meeting
- ✓ NSWG Meeting
- ✓ Rita Price, Columbus Dispatch Meeting
- ✓ RLUS Steering Committee Meeting
- ✓ Girl Scouts Interfaith Breakfast

- ✓ MOU meeting: TEACH Enterprises
- ✓ RLUS Discussion Group & Tour
- ✓ CAYND Info. Meeting with Franklin County Adult Probation Dept.
- ✓ Meeting with Isaac Simpson re: Youth Rally
- ✓ Dave Hirsch, Stillwater
- ✓ FCCS CAVAA Meeting
- ✓ NEPC Meeting
- ✓ Power Lunch: Judge Green
- ✓ Heyl Elementary Parent Meeting
- ✓ Administered WMPR Resident Survey
- ✓ WMPR Community Clean Up
- ✓ Fair Alternative School

November 2006

- ✓ CAYND Program Intakes and Assessments
- ✓ CAYND Program Inquires
- ✓ Combined CAYND Steering Committee and Intervention Team Meeting
- ✓ MOU/Collaboration Meeting with ArtSafe
- ✓ CAYND Info/Collaboration session with Charles Mahlungulu, Red Cross
- ✓ Rev. Hawthorne-Hill's Driving Park Neighborhood Ambassador Program Kick-Off Meeting
- ✓ RLUS Discussion Group & Tour
- ✓ Ms. Wiley, South H.S. * starting CAYND Word on the Street Group with South students.
- ✓ Thanksgiving Basket Distribution
- ✓ Leadership Breakfast

December 2006

- ✓ CAYND Intakes and Case Management Duties
- ✓ Attended Ohio Regional Gang Summit
- ✓ Heyl Family Support Network Facilitation Meeting
- ✓ ODRC Project COPE Meeting
- ✓ Meeting with Walter Cates, Main Street Business Assn.
- ✓ NSWG/Model Zone Meeting
- ✓ NSWG/DOJ Special Meeting
- ✓ NSWG Staff Meeting
- ✓ Kwanzaa Celebration, Sister's Speak Out Presentation
- ✓ ODRC/OPOTA Grant Collaboration Meeting
- ✓ Re-Entry Grant Meeting

January 2007

- ✓ Re-Entry Collaboration Grant Submission
- ✓ CAYND Intakes and Case Management Duties

- ✓ Heyl Family Support Network Meeting
- ✓ Citizen Circle Information Meeting w/ ODRC Staff
- ✓ Takin Back the Good in the Hood Youth Rally Planning Meeting
- ✓ Heat and Eat Summit
- ✓ Franklin County Prevention Network Meeting
- ✓ Family-to-Family Support Meeting
- ✓ CAYND Intervention Network Meeting

February 2007

- ✓ CPO Photo Voice Meeting
- ✓ Win-Win, Inc. Collaboration Meeting
- ✓ St. John Center Neighborhood Safety Academy Meeting
- ✓ Rebuilding Lives: Steering Committee Meeting
- ✓ Heyl Family Support Network Meeting
- ✓ CPO Photo Voice Meeting w/ potential participants
- ✓ CAYND Collaboration Meeting w/ Jonathon Baker
- ✓ Victims of Gang Violence Crisis Response Team Meeting

March 2007

- ✓ CAYND Intakes and Case Management Duties
- ✓ CAYND Administration Meetings
- ✓ Job Readiness Program
- ✓ Community Development Ambassadors Meeting
- ✓ Heyl Elementary Family Support Meeting

April 2007

- ✓ CAYND Intakes and Case Management Duties
- ✓ CAYND Administration Meeting
- ✓ Gun Injury Reduction Collaboration with ODRC, CAYND will be responsible for community outreach portion of project. Target zip code 43207.
- ✓ Community Development Ambassadors Meeting
- ✓ Photovoice Project Orientation Meeting
- ✓ Community Garden Meeting (Joy Hostetler, Heyl Elementary)

May 2007

- ✓ CAYND Intakes and Case Management Duties
- ✓ CAYND Administration Meeting
- ✓ Community Development Ambassadors Meeting
- ✓ Photovoice Project Meeting
- ✓ Heyl Family Support Meeting
- ✓ Speaker: WC Cupe College Prep Academy

- ✓ Job Readiness Program start date: June 23rd, 11 participants
- ✓ CAYND Intervention Network Meeting
- ✓ Community Garden Meeting (Ed White)
- ✓ Attended Driving Park 2007 Public Safety Award Ceremony
- ✓ Attended At Home with Huck House
- ✓ Speaker: GED Class: Employment Readiness

Goals and Accomplishments

Quarter 1

- Make Contact with 5% of the WMPR Model Zone Population each quarter.
 - Rationale: CAYND Employees and/or volunteers will have contact with 5% of the model zone population regarding the CAYND Program. Contact can be via phone, email inquiry or in person. Contact can be for intake, referral and/or informational purposes.
- Survey 2% of the WMPR Model Zone Population each quarter.
 - Rationale: A survey will be conducted within the model zone to gauge community awareness of the CAYND initiative and other components of the Comprehensive Crime Reduction Program.
- Establish reporting procedure and timeline for collaborating agencies.
 - Rationale: APDS program Evaluator will establish reporting procedures and time schedule for collaborating agencies to report statistics on the number of CAYND referrals and clients from the Model Zone.
- Develop at least one (1) new service program or project per quarter.
 - Rationale: In order to be a comprehensive prevention and intervention service for the community, we must continually monitor and evaluate the services that are available. In addition, we must continually monitor for potential gaps in service. Once a gap in service is identified, we must forge a new collaboration with an existing agency that provides the needed service or develop a new project.

Quarter 2

- **Make Contact with 5% of the WMPR Model Zone Population.**
 - Rationale: We did not conduct the Model Zone Resident survey in Qtr. 1 so we were short on this goal but plans are to conduct the survey in Qtr. 2. In addition, the CAYND staff is planning to do a door-to-door literature drop this month and conduct community outreach at scheduled events such as: FESTAC.
- **Create at least 1 new program or develop/cultivate 1 new agency or program collaboration.**

- Rationale: As Program Manager, I should be consistently making new contacts and creating new collaborations as we identify gaps in services that need to be filled as well as networking and outreaching in the community.
- **Create and Implement a recruitment plan to identify and reach the target population (gang involved youth age 22 and below).**
 - Rationale: Now that we are entering Year 2 of the program and the intake and referral process is in place, we need to reach out and offer services to our target population so that we can begin to make a difference in the community.
- **Develop a strategic Plan for blight abatement and beautification.**
 - Rationale: The Personal Service Contract with Dept. of Public Service/KCB will end November 30, 2006. In order to continue to offer a holistic program and effect positive social change, the CAYND Program/ APDS will ensure that beautification, blight abatement and graffiti abatement initiatives continue within the WMPR Empowerment Zone Area in order to improve the quality of life of area residents.
- **Develop Job Readiness and Employment Plan.**
 - Rationale: More than 80% of the customers that request services through the CAYND Program request employment services. In order to better service our clientele, it is imperative that we solidify the agency collaborations and have a secure network of referral programs and sources.
- **Administer WMPR Resident Survey.**
 - Rationale: Per agreement with the Department of Public Safety, City of Columbus, Ohio, the CAYND Program in cooperation with Dr. Jim Frank and Dr. Lisa Kern will administer the WMPR Resident Survey.
- **Create Risk/Protective Factors Program and marketing plan.**
 - Rationale: Per the CAYND Project Abstract, Phase III will include "grassroots" awareness and education campaign regarding risk and protective factors marketed towards targeted groups and community stakeholders.

Quarter 3

- Maintain Contact with at least 5% of the WMPR Empowerment Zone Residents.
 - Rationale: Recurring goal. It is imperative that the programs reach residents within the target area population in order to offer services and/or follow up on referrals. **Completed**
- Evaluate the CAYND Intervention Network to determine the need for new program collaboration or program development.
 - Rationale: Recurring goal. Program staff should consistently be making new contacts and creating and/or modifying collaborations as gaps in services are identified. **Completed**

- Increase participation of CAYND Steering Committee Members and the Intervention Network.
 - Rationale: Participation in the Steering Committee and Intervention team has dwindled. In order to have a strong collaboration network and steering committee, we must strengthen the participation and increase the input of the members. **Completed/ In Progress**
- Implement Victims of Gang Violence Crisis Response Team.
 - Rationale: Due to the increase in random violence and gang-related incidents in Central Ohio, too many youth and community residents have been caught in the crossfire and ultimately left to pick up the pieces and cope without any assistance. The VGV CRT will provide emergency assistance and other services to victims and witnesses. **In Progress**
 - Initial team members have been assembled and a resource manual has been created. The initial training by Dr. Marshal Rosenberg (2-day Non-Violent Crisis Intervention) was conducted and additional training is being scheduled. The goal is to have the CRT trained and operational by Summer 2007.
- Start Focus Groups and Think Tanks with students at South High School in preparation for Documentary.
 - Rationale: Focus Groups will give us an opportunity to reach out and hear directly from the target population the issues and problems they are facing as well as giving them input on solutions to those problems. **In Progress**
 - Preliminary Group Outline has been developed. Program will be loosely structured in order to give preference of topics to the group dynamic and concerns. Contact has been made with Principal Wiley at South High School and we are awaiting confirmation of the start date and time for the group. Debera Diggs from Cities In Schools will also assist with the group.
 - Develop Risk/Protective Factor Presentation.
 - Rationale: Phase III of the program provides for the 'grassroots' awareness and education campaign regarding risk and protective factors marketed towards targeted groups and community stakeholders. **Completed/ In Progress**
 - Presentation and reference material has been completed. We look to begin marketing and presentations in the spring of 2007.

Quarter 4

- Maintain Contact with at least 5% of the WMPR Empowerment Zone Residents.
 - Rationale: Recurring goal. It is imperative that the programs reach residents within the target area population in order to offer services and/or follow up on referrals. **Completed**
- Evaluate the CAYND Intervention Network to determine the need for new program collaboration or program development.
 - Rationale: Recurring goal. Program staff should consistently be making new contacts and creating and/or modifying collaborations as gaps in services are identified. **Completed**
- Begin Marketing for Risk/Protective Factor Presentations.
 - Rationale: Phase III of the program states that we will prepare a 'grassroots awareness and education campaign regarding risk and protective factors.' APDS CEO/President, Jerry Saunders, has

developed the presentation and we now need to market and present the program. [In Progress](#)

- Currently meeting with community residents, leaders and stakeholders via the APDS Community Development Ambassadors, which meets every 3rd Saturday at APDS.
 - Training of Partners and Development of Citizen Circle.
 - Rationale: Phase III of the program provides for the 'grassroots' awareness and education campaign regarding risk and protective factors marketed towards targeted groups and community stakeholders.
[In Progress](#)
 - Currently meeting with and recruiting partners to participate in the Citizen Circle.

RML

Exhibit F

CAYND WMPR Neighborhood MEASURABLES

Education

- Increase after school activities - CAYND
- Increase access to GED classes - CAYND
- Increase academic tutoring/conflict resolution during hours away from traditional academic school – CAYND

Safety/Crime

- Decrease violent crimes – Enforcement
- Decrease gun related offenses – Enforcement
- Increase public lighting – Municipal Services
- Increase community involvement – Residents & Enforcement
block watch participation (percentage of households)
attendance
- Increase graffiti removal per square foot – Municipal Services & CAYND
- Decrease truancy – CAYND & Enforcement

Employability

- Increase employment opportunities and placement - CAYND
- Increase skills training – CAYND

Health

- Increase access to cultural specific health care – CAYND & Municipal Services

Other

- Grant dollars received - CAYND
- Governmental Involvement - – Municipal Services & CAYND
- Decrease vacant structures – Municipal Services