

# OCG'S

**BASIC ACADEMY  
OF  
DEVELOPMENT**



Process Evaluation of a  
Non-Profit Youth Services  
Agency

Idaho Statistical Analysis Center  
Idaho State Police  
July 2014

# **Process Evaluation of a Non-Profit Youth Services Agency: Original Gangster's Basic Academy of Development**

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Special Thanks to Steve Torrano, Executive Director of OG's BAD  
Picture courtesy of Steve Torrano

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# Introduction

Based in Nampa, Idaho, the Original Gangster's Basic Academy of Development (OG's BAD) is a youth based services program founded in 2005. The mission of the Academy is to provide youth who are prone to gang involvement with alternatives to a gang lifestyle. The program provides at-risk youth with: 1) tutoring tailored to meet the specific needs of each participant to obtain high school credits or a GED; 2) internships at work-sites for on-the-job training; and 3) recreational activities to demonstrate appropriate use of free time. The project also includes a drug strategy component, which focuses on deterring first time users and provides drug and/or alcohol treatment for participants.

This process evaluation, performed by the Idaho Statistical Analysis Center, was initiated to provide the Idaho Grant Review Council and the Justice Assistance Grant (JAG) manager with an assessment of the development of OG's BAD program, problems encountered, solutions created, and overall accomplishments achieved. Supporting evidence comes from the following:

- Analysis of quarterly grant reports submitted to Planning, Grants, and Research (PGR).
- In person meetings with OG's BAD Executive Director.
- In person meeting with the Director of Canyon County Juvenile Probation.
- Survey of community stakeholders.
- Analysis of data tracked by OG's BAD director, including manual daily attendance records, tutoring, GED testing, job skills training, and recreational hours attended.
- Analysis of juvenile court records from the Idaho Supreme Court Repository.

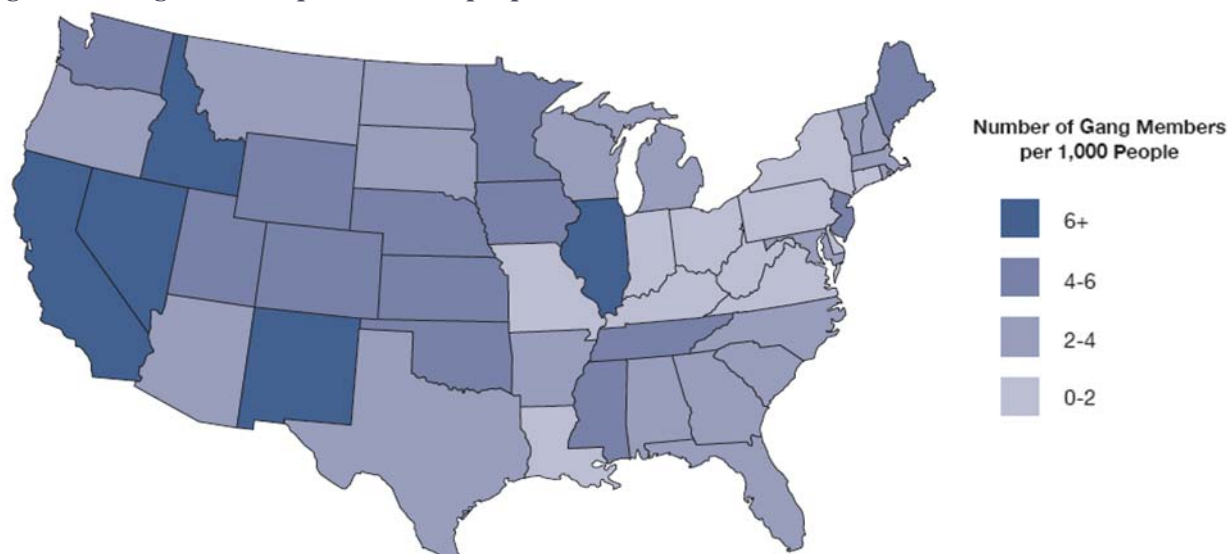
**Personal Example:** *Railroad tracks separate two rival gangs in Nampa, Idaho: the North-side Nortenos and the South-side Surenos. "Jose" was 16 and had gang ties to Nampa's Southsiders when he was referred to OG's BAD through the Canyon County Juvenile Probation Department. His probation officer felt the individualized teaching style of the Academy would benefit the struggling 10<sup>th</sup> grader.*

*When "Jose" arrived at the academy, he had a quiet, withdrawn, though compliant, attitude and tested below grade level as a reader. Although he found a mentor at the academy that was able to keep him engaged, "Jose" continued to miss days at school, having to find work to help financially support his family. He continued on juvenile probation, and his probation officer was patient in allowing him to attend the academy, juggling his work and study schedule. After several years of on and off attendance, "Jose" successfully completed his probation and obtained his GED in 2012. He decided to enroll in the free welding school offered by the Academy and took the Welder Certification Test. He is optimistic that this new-found skill will enable him to find a good-paying job in a high-demand industry. "Jose" would tell anyone he would have continued to flounder for years had he not been able to take advantage of the opportunities offered by OG's BAD.*

# Literature Review: Gang Activity in Idaho and the Treasure Valley

According to data gathered from the 2011 National Gang Threat assessment, there are approximately 1.4 million active street, prison, and motorcycle gang members in the United States comprising more than 33,000 gangs (FBI, 2011). To determine the prevalence of these gangs in local communities, the National Gang Center surveyed 3,300 law enforcement jurisdictions about gang activities in their communities (Egley & Howell, 2011). The survey found the prevalence of gangs has remained relatively steady over the past few years with approximately one-third (31.6%) of jurisdictions experiencing gang problems in 2011. In addition, law enforcement from urban areas were more likely than law enforcement from rural areas to indicate the existence of gang problems in their communities. However, gang related issues are prevalent in all 50 states. According to a 2011 report released by the National Gang Intelligence Center, Idaho ranks among states with the highest per capita gang membership (FBI, 2011).

*Figure 1. Gang Members per 1,000 People per State*



While national trends show gang activity remaining relatively steady, the challenges gangs present to local communities remain. Although gangs have been in existence for many years, policy makers are turning to evidence-based approaches to address gang-related problems. Gangs have become an area of focus because:

“Gang involvement encourages more active participation in delinquency, drug use, drug trafficking and violence, and in turn may result in arrest, conviction and incarceration. These effects of gang involvement also tend to bring disorder to the life course in a cumulative pattern of negative outcomes, including school dropout, cohabitation, teen parenthood and unstable employment.” (Howell, 2013, p. 11)

The consequences of gang membership can severely impact society, as well as the individual. Gang members commit more serious and violent acts while in a gang than either before they joined, or after they leave. (Howell, 2013).

Over the last decade, gang activity within the state of Idaho has become a priority with high levels of gang related incidents occurring in cities throughout the state. In 2008, the U.S Attorney's Office in Idaho released a report regarding the prevalence of gangs in Idaho. The report compared documented gang members both inside and outside of the Treasure Valley Metro area (the state's largest population area). They found significant gang membership in all areas of the state from 15 active gangs, including an estimated 600 documented gang members from Ada and Canyon Counties, 95 documented gang members in Pocatello, 140 documented members in Idaho Falls, and 160 confirmed members in Kootenai and Shoshone Counties. According to a recent report by the Idaho Criminal Justice Commission (ICJC), 19.2% of Idaho's prison population and 56.0% of the offenders supervised by probation and parole are documented gang members (ICJC, 2012).

## **Gang Strategies**

The following are examples of two multi-jurisdictional, multi-agency efforts established to combat the gang problem in Idaho. In addition, Idaho passed legislation in 2006 that provides special penalties for convicted gang members.

### **Treasure Valley Metro Task Force**

The Treasure Valley Metro area is the most populated area in the state and has the highest number of gang related crimes. To deal with gang related crimes, local cities and counties formed gang units or task forces within their jurisdictions. For example, the Boise Police Department formed the state's first specialized gang unit in 1994 and has documented over 450 gang members (Grey, 2012). The Treasure Valley Metro Task Force was formed in October 2006 and is a multi-jurisdictional task force responsible for the enforcement of gang laws. It is comprised of members from the Federal Bureau of Investigation; Bureau of Alcohol, Tobacco, Firearms and Explosives; Boise Police Department; Ada County Sheriff's Office; Caldwell Police Department; Nampa Police Department; Meridian Police Department; Canyon County Sheriff's Office; and the Idaho Department of Correction.

### **Special Assistant U.S. Attorney**

In 2006, the Special Assistant United States Attorney (SAUSA) position was created through a coordinated effort between the Treasure Valley Partnership (elected city officials from the Treasure Valley), the U.S Attorney's Office, the State of Idaho, and later, the Canyon County Prosecutor's Office. The attorney is housed in the U.S Attorney's Office, and is responsible for coordinating with the Treasure Valley Metro Task Force and with the state to prosecute gang offenders under federal law. According to the current SAUSA Chris Atwood, the SUASA program has indicted 243 defendants (127 of those in Canyon County) between February 2007 and October 2013. Of those 243 defendants indicted, 206 were convicted, 13 dismissed, 7 are awaiting sentencing, and 17 are awaiting trial. This represents over a 90% conviction rate.

### **Idaho Legislation**

Recognizing the impact gangs were having on local communities throughout the state, the Idaho Legislature passed comprehensive gang legislation in 2006. The new law defined gang membership and added enhanced

sentencing to known gang members who commit crimes. The law was later amended in 2011 to include penalties for gang recruitment. The anti-gang law, along with other multi-jurisdictional efforts, has allowed law enforcement agencies across the state the ability to arrest and prosecute gang members who commit criminal acts. OG's BAD Director, Steve Torrano, found the 2006 gang law had a significant impact on the amount of gang activity he saw in Nampa. Gang members realized law enforcement was serious about stopping gang activity and many known gang members went to jail.

*Idaho Statute 18-8502: a criminal gang is an ongoing organization, association, or group of three or more persons, whether formal or informal, that has a common name or common identifying sign or symbol, whose members individually or collectively engage in or have engaged in a pattern or criminal gang activity, having as one of its primary activities the commission of one or more criminal acts."*

The State of Idaho and the Treasure Valley (among other local communities) spent a great deal of time and resources removing gang members from the community. While these programs have proven effective, alternative gang strategies have emerged to target juvenile gang activities. These approaches and programs tend to meet one or more of the following attributes as outlined by the Office of Juvenile Justice and Delinquency (OJJDP): Prevention, Intervention, Suppression, and Reentry. OJJDP recommends each aspect be part of an overall integrated strategy to reduce gang crimes and violence in targeted communities. The difference between the various program approaches is explained in the table below, as provided by the guide: "Best Practices to Address Community Gang Problems: OJJDP's Comprehensive Gang Model (2010)."

OJJDP Gang Program Guidelines
<ul style="list-style-type: none"> <li>• <b>Prevention programs:</b> focus on high risk youth before they become involved in gang-related or juvenile delinquent behavior.</li> <li>• <b>Intervention programs:</b> focus on active gang members or those closely associated with gang members.</li> <li>• <b>Suppression programs:</b> programs that remove gang members from the community, typically through law enforcement.</li> <li>• <b>Reentry programs:</b> programs that target gang-members who are being released from incarceration and may be a threat to re-join their former gang (p. 4).</li> </ul>

Suppression programs are the most common gang related programs undertaken by law enforcement agencies. While these methods are important, and have proven effective, research is beginning to focus on prevention and intervention programs targeting juveniles as meaningful tools to **prevent** gangs and gang activity from forming. The point of prevention and intervention programs is to target at risk juveniles who have a high likelihood of joining a gang. By providing alternatives for these juveniles, communities may prevent juveniles from joining a gang.

Juveniles are an important area of focus for programs for many reasons, including :

- Approximately 35% of gang members are juvenile (FBI, 2011).
- Juveniles are more likely to be victims and perpetrators of violence when involved in a gang (Howell, 2013).
- Gang-involved youth are more likely to engage in substance abuse and high-risk sexual behavior (Howell, 2013).

# The Need for Prevention/Intervention

The need for a gang intervention program like OG's BAD came from the growing population of at risk youth and active gang related problems taking place in Canyon County. The OG'S BAD Project Safe Neighborhoods grant application in 2005 stated that Canyon County had more than 400 known gang members in nine active gangs, a high school dropout rate double the state average, and a large percent of juveniles not in school or working.

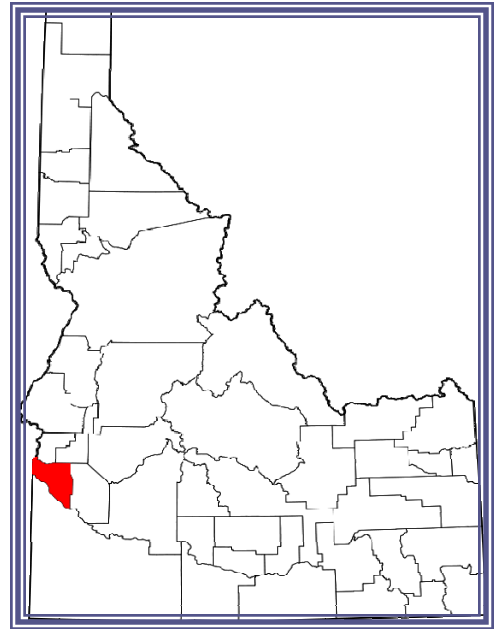
## Neighborhood Characteristics

OG's BAD is located in the city of Nampa Idaho, part of the Boise Metropolitan Area, or Treasure Valley. The demographics of Nampa and the neighborhood where OG's BAD operated, provided unique opportunities to the Academy and its mission to serve youth at risk of joining a gang. To gain an understanding of the socio-economic environment surrounding the Academy, the following demographic elements of Nampa were analyzed:

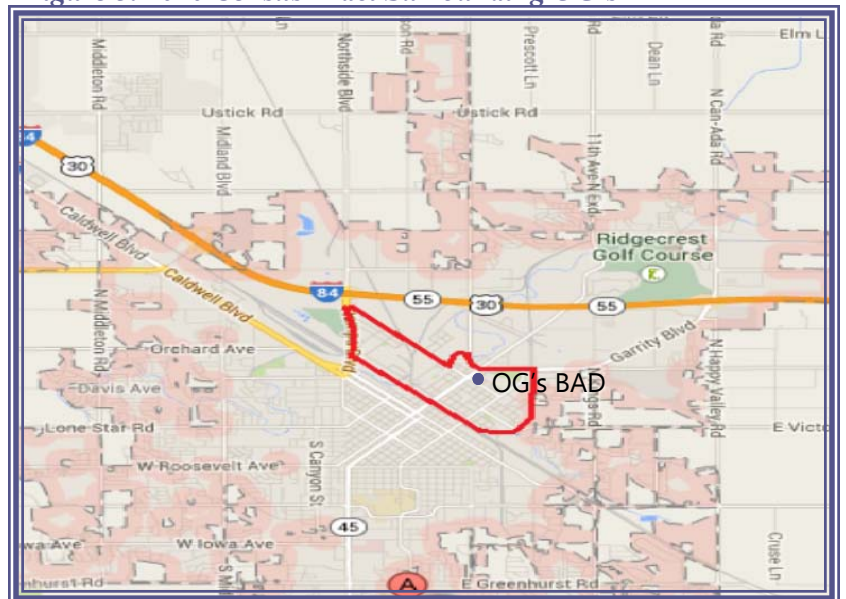
- OG's BAD neighborhood characteristics (ex: location, age, race, income) from the U.S Census Bureau
- Graduation rates from the Nampa and Caldwell School Districts
- Juvenile arrest rates from police reports provided to the Idaho State Police

OG's BAD is located in the heart of Nampa in an area known as the "North-Side Neighborhood." This neighborhood faces significant economic challenges. According to information gathered from the 2010 U.S census, the neighborhood that encompasses OG's BAD is significantly younger and poorer than the rest of state of Idaho and the U.S. The map in Figure 3 shows the 2010 census tract encompassing Nampa's North-side Neighborhood, including a dot noting the location of OG's BAD.

*Figure 2. Canyon County*



*Figure 3. 2010 Census Tract Surrounding OG's BAD*



## Age Distribution

The census tract in Nampa that encompasses OG's BAD is fairly young when compared to Idaho and the U.S. Chart 1 shows youth between the ages of 0 and 14 accounted for approximately 30.8% of the population compared to 23.0% for the state of Idaho and 19.8% for the U.S. Just under half the population (47.0%) of the neighborhood is under 34 years old.

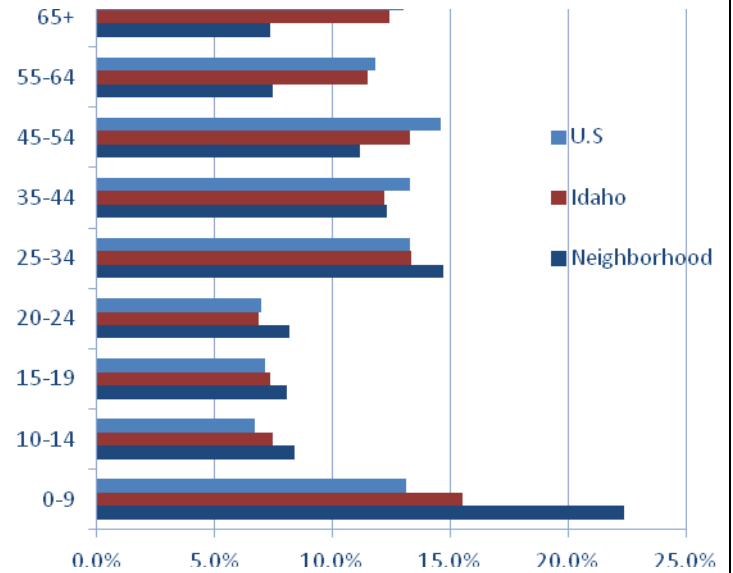
## Income Distribution

Chart 2 shows the income distribution for OG's BAD census tract compared to Idaho and the U.S. Approximately 85.0% of the residents living in the neighborhood make under \$50,000 a year compared to 44.5% for the state of Idaho, and 38.9% nationally.

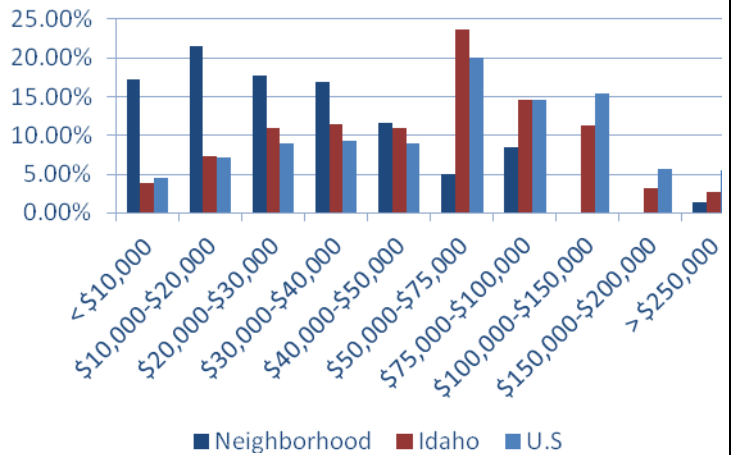
## Education

High school graduation rates from 2007-2012 for the Nampa and Caldwell School Districts were gathered from the Idaho Department of Education and compared to the state high school graduation average. Most juveniles are currently referred to OG's BAD from the Nampa School District. However, OG's BAD Executive Director has discussed the possibility of expanding to Caldwell School District in the future. Chart 3 compares the Nampa School District, Caldwell School District, and state high school graduation rates from 2007-2012. This chart shows that graduation rates for both Nampa and Caldwell were below the state average from 2007-2010, though significant gains have been made in recent years. It appears from this analysis that OG's BAD has the ability to positively impact juveniles living within both school boundaries.

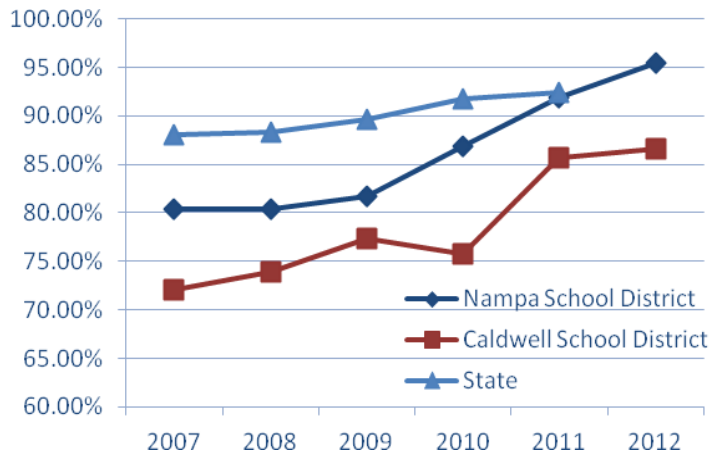
**Chart 1: Age Distribution Chart**



**Chart 2: Income Distribution Chart**



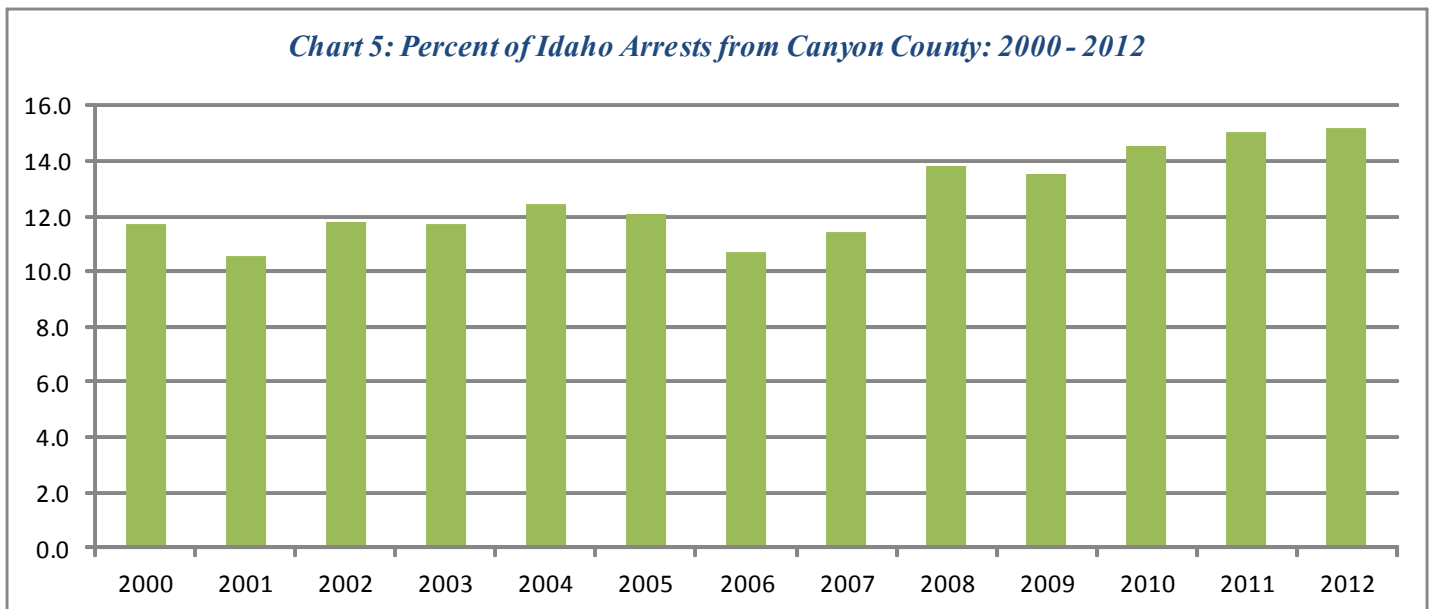
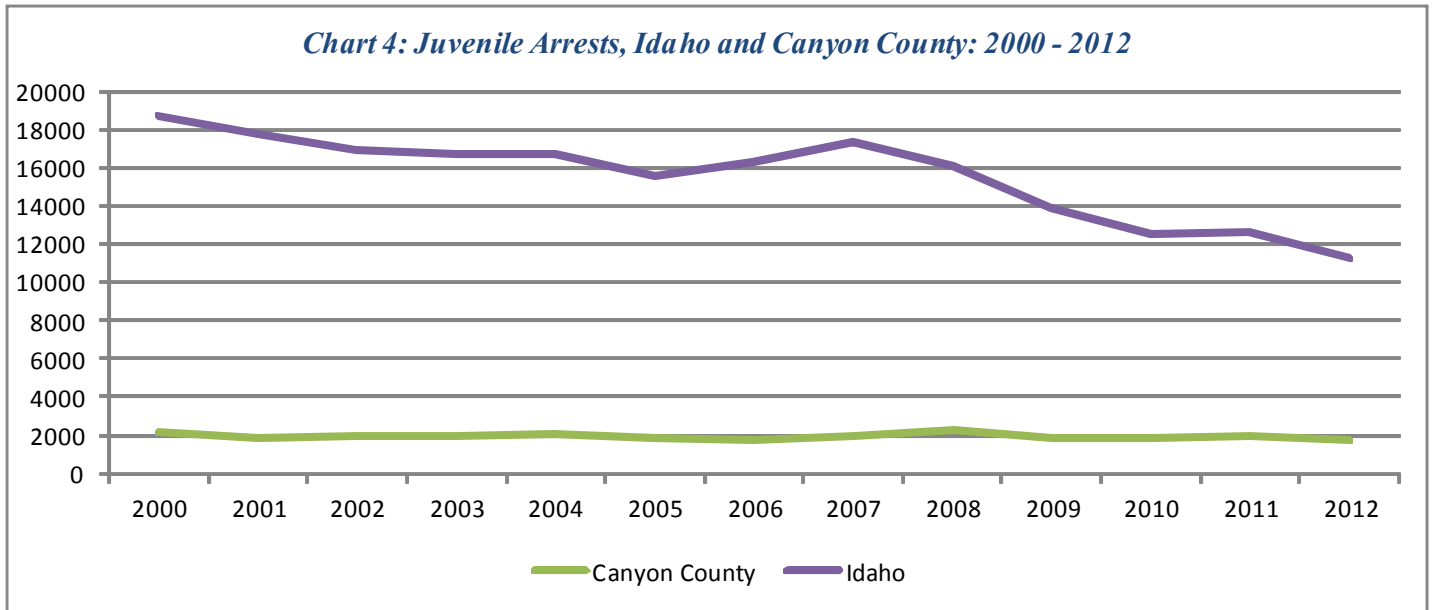
**Chart 3: Graduation Rates**





## Juvenile Crime

Finally, juvenile crime arrests in Nampa were compared to overall juvenile crime arrests in the state of Idaho. According to the "Crime in Idaho" annual reports from 2000-2012, the number of juveniles arrested by Nampa police officers has declined by approximately 23.0%, from 1,307 to 1,007 arrests. The total number of juveniles arrested in Idaho decreased by 40.0% over the same period, from 18,788 to 11,279 arrests (Chart 4). However, year to year, the proportion of total Idaho arrests occurring within Canyon County increased from 11.7% to 15.2% of total juvenile arrests (Chart 5).



# OG's BAD Program Timeline Highlights

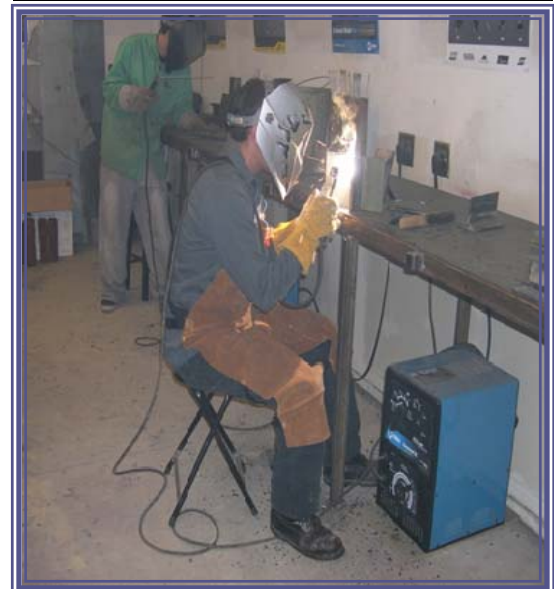
In 2005, OG's BAD was founded (and later designated as a non-profit) with a \$40,000 grant to provide gang prevention and intervention services in the Nampa community. The program was named by the students of the Academy and was founded under the auspices of the Boys and Girls Club using the national gang model Gang Interruption through Targeted Outreach (GITTO). GITTO focuses on juveniles in the community at risk of joining a gang. The model encourages development of education services, job skills training, and recreational access for youths as alternatives to the gang lifestyle.

In 2007, OG's BAD began leasing an old church in Nampa's Northside Neighborhood. According to Executive Director Steve Torrono, this location was ideal for the program because it was in the center of gang activity occurring within the community. However, the location presented challenges for juveniles wishing to access the program from the rival "South-Side" neighborhood. To overcome this obstacle, Torrono talked with rival gang members and assured them they would be safe at OG's BAD, could acquire their GED, obtain job skills, and have access to recreational opportunities. While this took time, eventually any juvenile, regardless of gang status or affiliation, was allowed access to the program and offered the same experience.

In 2008, a reformed gang leader was added to the staff, helping to overcome turf conflicts. The staff member was a highly respected business owner in the Neighborhood who had been a former gang leader. The newly hired staff member had credibility with the students and therefore was very effective in recruiting and retaining youth, supervising work crews, and overseeing recreation time after school hours.

In 2009, a new relationship with the Canyon County Juvenile Probation Office was formed and juvenile probationer referrals increased. Due to the recession and greater notoriety within the community, an increasing amount of adults (prior drop-outs, and other's the academy had failed to recruit in the past) were entering the program to earn their GED and gain job skills to be competitive in the difficult job market.

OG's BAD Program at a Glance	
<b>Year Founded</b>	2005
<b>Location</b>	Nampa, Idaho
<b>Total Staff</b>	1 director 3 tutors
<b>Funding</b>	Project Safe Neighborhood Grant Federal Byrne JAG Grants Idaho Department of Juvenile Corrections Local Community Grants Private Donations Enrollment Fees
<b>Target Population</b>	Youth ages 14-18 Youth at risk of joining a gang Canyon County Juvenile Probation Youth with educational needs
<b>How Youth are Referred</b>	OG's BAD Students and Graduates Canyon County Juvenile Probation Nampa School District Parents
<b>Program Activities</b>	GED and High School Tutoring Job Skills Training Recreational Activities Drug Testing



Picture courtesy of Steve Torrono, Executive Director of OG's BAD

Early in 2013, the old church building was sold and the Academy relocated across the street to a smaller location. This new space saved a significant amount of money on rent and utilities, allowing for more personnel.

## Funding

To fund operations, OG's BAD has received funding from the following sources:

- Project Safe Neighborhoods (PSN) from the Bureau of Justice Assistance (BJA)
- Edward Byrne Memorial Justice Assistant Grant (JAG) from BJA
- United Way
- Idaho Department of Juvenile Corrections
- Nampa Community Block Grant
- Whittenburger Foundation
- Idaho Community Foundation
- Pape Family Foundation
- Academy Enrollment Fees

Money received from these fund sources has supported all aspects of the Academy, including general operations, salaries of tutors, stipends for work crews, and scholarships for financially challenged youth. Additionally, some funding (such as the Idaho Community Foundation, the Pape Family Foundation, and the Whittenburger Foundation) was used to renovate and furnish the welding shop, which is available for students to practice their welding skills and potentially become certified.

### *PSN Funding*

The Project Safe Neighborhoods (PSN) grant was a federal formula grant until 2012, when it transitioned to a competitive grant. PSN funds were distributed to the fiscal agent designated by the U.S. Attorney's office. Funding decisions were made by the U.S. Attorney's Office PSN Task Force. Executive Director Steve Torrano applied for and received PSN funding in 2005 for the project "Gang Intervention Through Targeted Outreach." The project lasted between 01/01/07 through 12/31/07. OG's BAD received a total of \$369,340 for the project.

### *JAG Funding*

JAG is a federal formula grant awarded to states and locals to assist them in improving criminal justice and law enforcement functions by, "spurring innovation, as well as testing and replicating evidence-based practices nationwide" (NCJA, 2014). The funds are distributed to the State Administering Agency (SAA's) responsible for distributing grant funds to programs. Agencies seeking JAG funding must submit an application and meet specific federal and state guidelines. In addition to prior PSN funding, in 2007, Steve Torrano applied for and received a JAG grant to fund a program targeting juveniles in Nampa at risk of joining a gang. Since that time, OG's BAD has been funded by three other JAG grants, accounting for a significant portion of its overall revenue. Starting in 2013, JAG's share of the Academy's overall funding increased dramatically because United Way funding was no longer available. As of July 1, 2013, OG's BAD Executive Director indicated JAG funds accounted for approximately 86.0% of overall revenue.

The chart below lists OG’sBAD five different projects funded through grants managed by PGR, and indicates the target population the grant focused on. While all the grants targeted at risk youth, some grants had additional areas of focus, including drug counseling and youth in juvenile probation. The current JAG project “Restoring Justice to Canyon County,” focuses on working with at-risk youth on juvenile probation and is expected to continue funding OG’s BAD until 2015. To meet the requirements of this grant, the Executive Director has been working with the Canyon County Juvenile Probation office to more directly recruit juveniles who may be in need of the services provided by OG’s BAD.

Grant	Target Population
<b>PSN</b>	At-Risk Youth
<b>GITTO Life on a Purpose</b>	At-Risk Youth and Drug Counseling
<b>GITTO (Recovery Act)</b>	At-Risk Youth
<b>Mission: Gang Avoidance by Intent (GABI)</b>	At- Risk Youth and Juvenile Probation
<b>Restoring Justice to Canyon County</b>	At-Risk Youth and Juvenile Probation

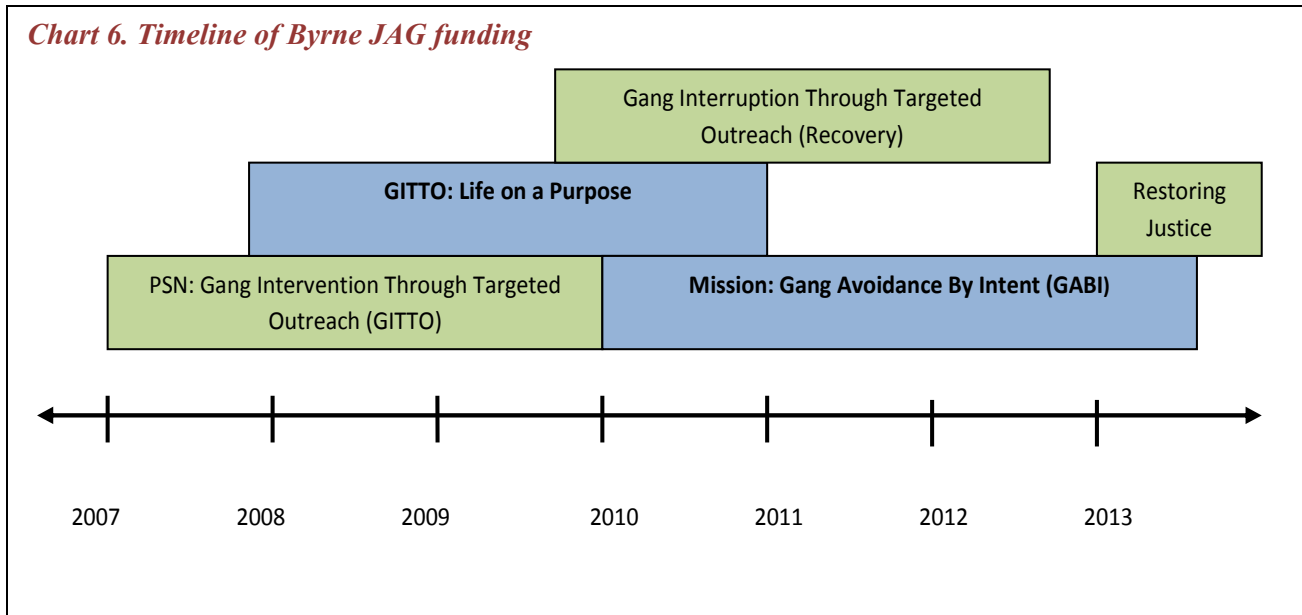
Since 2007, OG’s BAD has been awarded a total of \$1,556,284 in Byrne JAG funding. These grants have been used to provide educational services, recreation, and job skills for youth in the community who may be at risk of joining a gang. Additionally some Byrne JAG funding has been used for drug testing of juveniles and to pay for a drug counselor. The table below shows the total JAG funding OGBAD has received. Each grant runs for approximately three years and each “cycle” is approximately one year of funding.

Grant	Cycle 1	Cycle2	Cycle 3	Total
<b>PSN</b>	\$111,000	\$150,800	\$107,540	\$369,340
<b>GITTO Life on a Purpose</b>	\$150,000	\$125,918	\$150,000	\$425,918
<b>GITTO (Recovery)*</b>	\$388,086	-	-	\$388,086
<b>Mission: Gang Avoidance by Intent (GABI)</b>	\$73,568	\$73,568	\$73,568	\$220,704
<b>Restoring Justice to Canyon County**</b>	\$152,236	-	-	\$152,236
<b>Total</b>				<b>\$1,556,284</b>

\* Recovery Act had only one funding cycle, but lasted three years

\*\*In first cycle of funding at time of this analysis

The chart below shows a timeline of funding from the PSN and four Byrne JAG grants awarded to OG's BAD since 2007. The grants were funded for approximately three years and operated concurrently with other grants.



### ***Enrollment Fees***

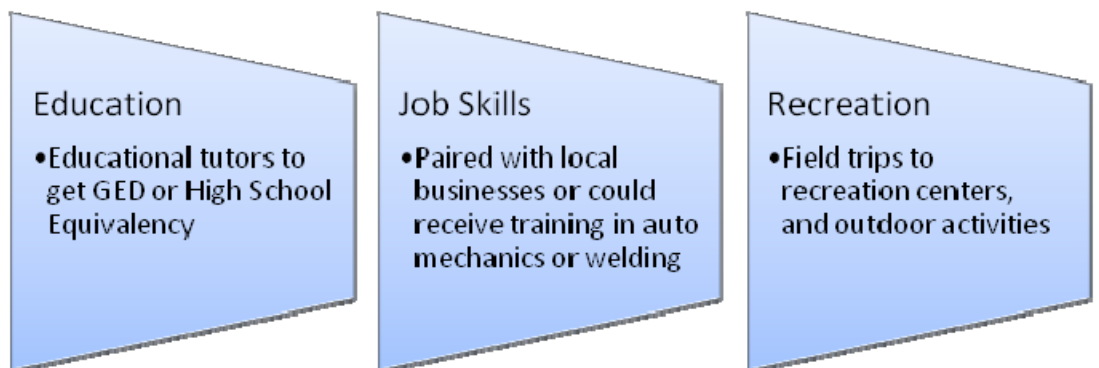
In addition to the grant funding mentioned, OG'S BAD has a \$150 "enrollment fee". Currently, \$100 of this fee is used to cover the costs associated with taking the GED tests. Each test is \$30 (cost rose from \$20 per test in 2013) and students are required to pass all five tests before they earn their GED. The other \$50 is used to cover general expenses, including food and snacks (not allowed to be covered with BJA grant funds) while at the facility. According to Executive Director Steve Torrano, youth are not expected to cover the costs when they first enroll and can pay the fee with money earned while working on job skills, or through other means.

# OG's BAD Program Components, Goals and Objectives

OG's BAD uses a three pronged approach to target youth in the community who may be at risk of joining a gang. The three approaches are educational tutors, job skills, and recreation. Each component is designed to keep students in the program active, engaged, and away from delinquent behavior. This section provides information about each component and the goals and objectives tracked by the Executive Director, as well as information about the drug strategy and recidivism of participants.

An important element of any grant funded program is the development of goals and objectives. Proper goals and objectives help ensure the program and its operations are aligned within the overall framework of the federal funding source. In regards to OG's BAD, the development of goals and objectives was done for each PSN and JAG grant awarded to the program. The specific goals and objectives for each of the five grants varied somewhat, but generally focused on the three elements of the OG's BAD program: educational services, job skills, and recreational opportunities. In addition, some grants like GITTO, had goals and objectives for drug courts and drug testing. Progress towards goals and objectives were submitted quarterly to PGR, along with a narrative stating how the program was meeting its goals, and any issues that came up during the quarter.

ISAC studied quarterly reports submitted to PGR and the Executive Director's tracking sheets to determine whether goals were reached over the course of each program funding cycle.



## Goals and Objectives

Goals and objectives for Idaho JAG sub-grantees were historically created in consort between the project director and the JAG grant manager, with advice from ISAC. However, when BJA changed reporting requirements in 2009 to require all subgrantees report outcomes within the online Performance Measurement Tool (PMT), the Idaho Criminal Justice Grant Review Board decided to remove the goals and objectives requirement in the internal PGR Grants management system (GMS) for JAG subgrantees. Due to this shift, OG's BAD did not track or report upon standard goals and objectives through all the years of funding received. However, the following will show the general flow of program outcomes. In 2012, the Idaho Grant Review Council reinstated the requirement that JAG subgrantees report on goals and objectives in GMS, in addition to the general outcomes reported in PMT.

The main goal of OG's BAD was to interrupt gang involvement by targeting youth at risk of joining a gang with alternatives to a gang lifestyle. The main objectives were to:

- Provide adequate tutors and hours of instruction to enable students in the program to progress through the five GED exams successfully, or complete assigned high school credits.
- Provide targeted youth with job skills training.
- Provide targeted youth with supervised recreational activities.
- Prevent drug use and treat drug users (only a goal from years 2008-2010).

## Education

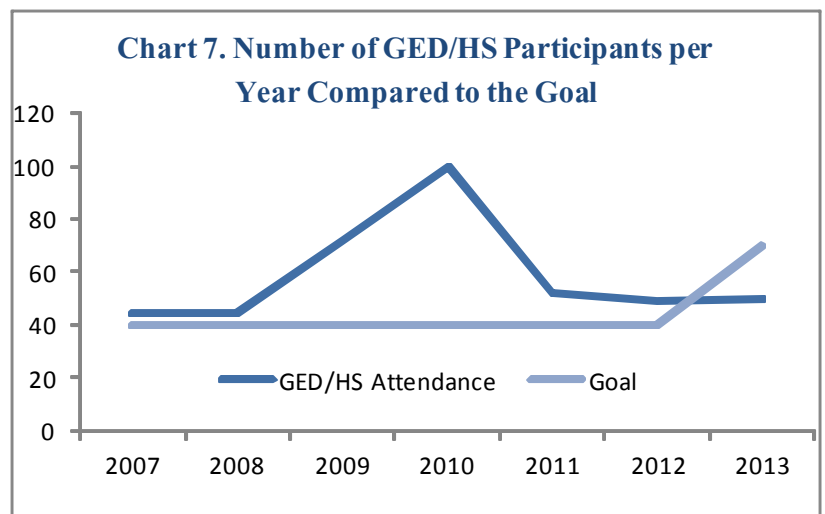
The first major component of OG's BAD was providing educational tutors for students. The curriculum varied according to the needs of the youth, including instruction for GED exams and/or the High School Equivalency, or earning high school credits toward a high school diploma. The majority of students struggled in a traditional school setting to the point they dropped out of school, or had been expelled or suspended. Most referrals to the program came from students already enrolled in the project because of the ability to achieve their own personal academic goals.

Tutors were available Monday through Friday and primarily helped students pass the five GED tests. The GED tests covered a broad range of academic areas equivalent to a high school education, including Social Studies, Science, Mathematics, Reading, and Writing. Once a student passed all of the tests, they earned their GED certificate. Upon entering the program, students were assessed on their educational skill levels and worked with tutors and the Director on an individual basis to meet their GED testing goals. Once a student was prepared to take the GED test, they were transported to the College of Western Idaho (CWI) where they took the exam. One recent hurdle was new tests and format for the GED, effective January 1, 2014, after which point all previous tests were null and void. Working up to this point, OG's BAD Executive Director worked with students to determine who could pass the GED before the end of 2013, and which students should wait for the new test to come out.

## Education Goals, Objectives and Outcomes

The following lists the educational goals tracked and reported on by the Executive Director.

1. Provide an estimated 40 juveniles with educational alternatives to high school, either high school credits or GED exams (goal between 1/01/07-12/31/10). The goal rose from 40 to 70 students in 2013.



**Outcome:**

From 2007—2013, OG’s BAD worked with an average of 59 students per year, for a total of 411. The program exceeded their goal every year, except for 2013. The increase in enrollment in 2009 and 2010 was likely due to the poor economy, forcing several youth into the program who would have previously had jobs and ignored continuing with their education. The slow economy made the program a more viable alternative, because getting a job was almost impossible without a high school diploma or GED. In 2013, the numbers decreased because Juvenile Probation was unclear about the hours of operation and was not referring as many. After this was resolved, the numbers have rebounded.

- 2. Provide a student/teacher ratio of no more than 6:1 and provide each of forty (40) students with the needed curriculum to study and prepare to take from one to five GED exams (1/1/08-12/31/10).

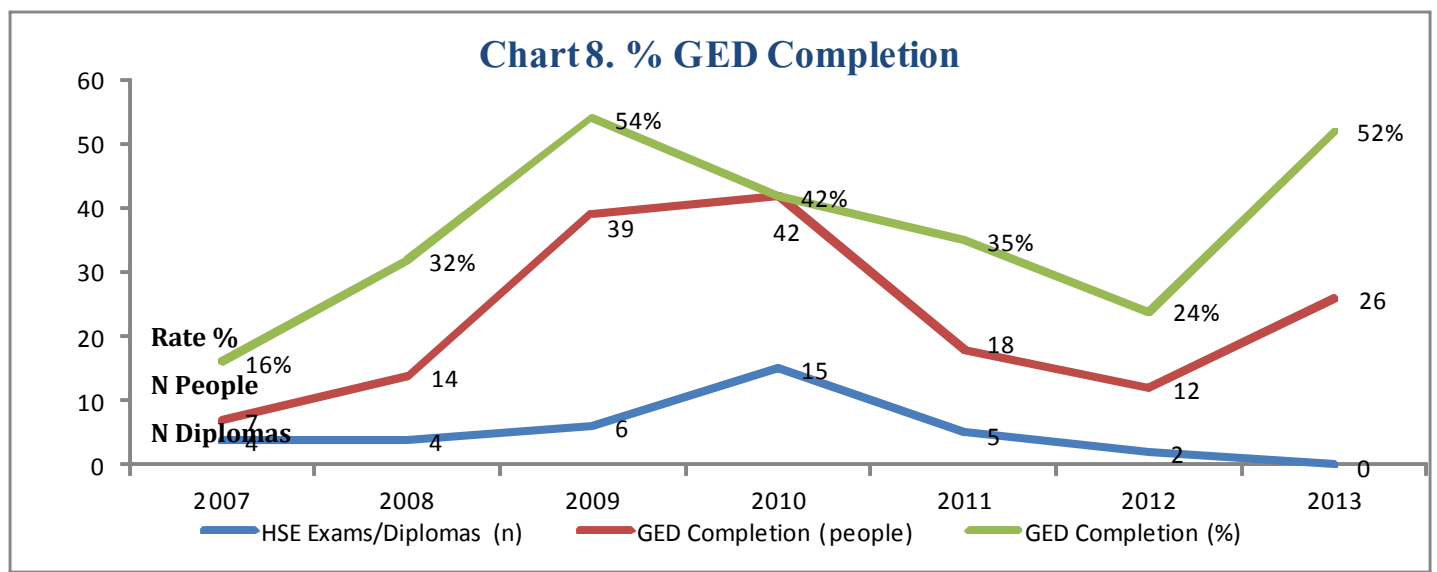
**Outcome:**

The Academy’s ability to give students much needed individual attention in their studies and carefully monitor each of youth’s progress was an important asset to educating the youth. A low tutor to student ratio appeared essential for the successful education of students. Although the reporting of tutor to student ratios varied, the reported rates generally stayed below 6 students for every tutor. The Executive Director stated that “the low student to teacher ratio prevents students from falling through the cracks and each tutor is responsible for his/her students’ success.”

- 3. Have 70% of our enrollment complete the GED study assignments or credit assignments given to each student (12/15/07-12/31/08). The goal increased to 80% between 1/1/09-12/31/10.

**Outcome:**

Between 95% and 100% of enrollment completed GED study assignments during the goal period (not shown). The GED completion rate (Chart 8), however, varied between 16% (at the beginning of the program) and 54.0%. The 2013 completion rate of 52.0% was likely due to a push to complete tests prior to a revamp and increase of price in GED testing in 2014. Students who hadn’t passed all five GED exams by December 15, 2013 had to start over. Thus, students who were close to getting their GED made a strong effort to complete more exams faster, to finish their GED’s before



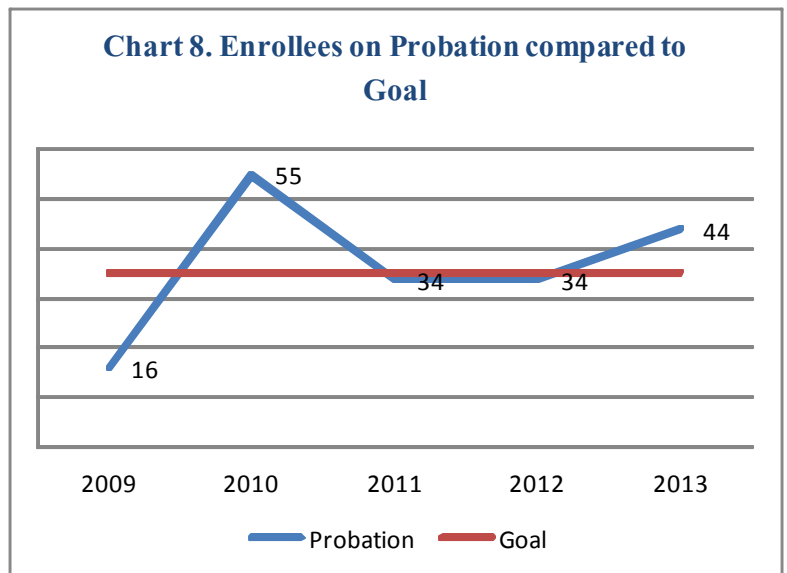


the end of December. On the other hand, some students dropped out in the third quarter, believing they didn't have enough time to pass all five exams.

4. Have 35 enrollees be on juvenile probation.

**Outcome:**

For the years OG's BAD aimed to enroll 35 youths on juvenile probation (2009 –2013), the academy averaged 36.6 students per year. However, three of the five years there were fewer than 35 enrolled juvenile probationers. A site visit to the Canyon County Juvenile Probation Department by ISAC revealed some misconceptions about the program, namely the hours of service and availability of transportation. It was believed by some in the probation department that the academy was only open until 5 p.m. and that it was too hard for probationers to get transportation to the academy. The Executive Director of OG's BAD met with Canyon County Probation officers to address the issues. This resulted in some adjustments to better meet the needs of the Canyon County Juvenile Drug Court and Juvenile Probation by starting an additional education session at 9 a.m. and by traveling to the western end of Canyon County (Caldwell and even Parma) to transport probationers. Two additional part-time mentors were added to cover the additional tutoring hours, as well as supervising the youth during recreation hours. The result was a closer working relationship with juvenile probation officers and more referrals to the program.



## Job Skills

The Executive Director of OG's BAD worked with local businesses in the Nampa area to provide job training and skills for students. Jobs ranged from working in a mechanic shop to providing manual labor for other local businesses. Some of the students received specialized training in auto mechanics and welding and eventually pursued a career in these fields. According to the Executive Director Steve Torrano, the job skills component was meant to be a short term element for students. However, learning job skills became popular for students in the OG's BAD program as it provided an opportunity to earn money.

The objective of job skills training was to provide targeted youth with job skills training, using on-the-job mentoring from OG's BAD volunteers and community partners. Students ages 16 and older had the opportunity to intern at a worksite, gaining valuable work skills. The students were paid a stipend from grant funds while training and were employed from two to five hours per day.

The job skills component was beneficial because it enticed most of the new students off the streets and into the academy for potential job placement. In addition, students were encouraged to stay in the academy and be drug free. To participate on a work crew, students needed to be involved in tutoring and pass random drug tests.

The coveted nature of the job skills component was useful in the program’s early years when rival gang tensions were high. For example, in 2007, two rival gang associates were in job skills training together: one a new Northside participant and the other a prior Southside member who had been with the program for two years. At first, the Northsider refused to be in the same room with the Southsider; but before the quarter ended they were both removing graffiti in the Northside Neighborhood together.

### Job Skills Goals, Objectives and Outcomes

1. Track number of students by training and actual training type (goal between 1/1/07-12/31/07).
2. 25% of enrollment 16 years or older spend an average of 30 hours each in training to obtain and retain a job in the community (goal between 12/15/07-12/31/10).
3. Provide job skills training to a total of 35 youth (goal for 2013).

Job Skills Component	2007	2008	2009	2010	2011	2012	2013
<b>Work crew</b>	22	26	24	27	14	17	20
<b>Work Crew (% of students)</b>	50%	59%	33%	27%	27%	35%	40%
<b>Hours worked</b>	1,643	872	1,003	1,434	906	1,600	867
<b>Average Hours</b>	74.7	33.5	41.8	53.1	64.7	94.1	43.3
<b>Outside Employment</b>	7	22	19	*	*	7	9
<b>Outside Employment (%)</b>	32%	85%	79%	*	*	41%	45%

\* not tracked

### Outcome:

Participants averaged between 33.5 to 94.1 hours on the work crew, per year. The highest number of total hours completed by work crew participants was in 2007 (1,643 hours) and 2012 (1,600 hours) and between 32% and 85% of were able to retain outside employment during the years tracked. The job skills training was a huge incentive to the students. In 2009, 42% of the youth on the work crews were on juvenile probation, allowing the students to pay on their restitution and probation charges with earned paychecks, and helping them get back on their feet while learning new skills. In 2009, the Nampa Housing Authority allowed the work crew to join forces with the Nampa Housing Authority work crew. This allowed for additional work during winter months when outdoor job opportunities dwindle. In addition, OG’s BAD received funding from local community partners to build a welding shop at the facility. The welding shop is currently located in a garage next to the main facility and is used to help train students interested in earning a welding certificate.

Although the goal enrollment of 25% and number of hours students spent in training for a job were met every year, the goal of 35 youth receiving job skills training was not met in 2013. This was due to several otherwise qualified youth not passing the random drug tests given to all prospective work crew members.

## Recreational Activities

The final element of OG's BAD's programming was recreation. The Executive Director of OG's BAD provided students in the program an opportunity to participate in a variety of supervised recreational activities. The activities were designed to let students relax and to provide a safe place to hang out and have fun. Field trips were taken almost weekly and included outings to the Northwest Nazarene University cafeteria and recreation center and the Nampa Recreation Center, where youth played basketball, football, worked out with weights, and other sport activities. Outdoor fieldtrips were popular and included fishing, bird hunting, and lizard catching. In addition to these outings, students hung out on campus and played games like basketball, computer gaming, cards, pool, ping pong, and foosball. Other popular activities included watching movies, Monday night football, Super Bowl parties, school barbeques, and music production in an on-site sound production studio. In 2010, the students were organized into a Softball Team to compete in the Nampa City Recreation Adult League. In many cases, this was the first time some of the youth had ever competed in a team sport. The youth and staff agreed it was a great experience and opportunity to learn sportsmanship, commitment, punctuality, and team spirit. In 2007, OG's BAD attendees were also able to attend a Welding Arts Class at Boise State University and enjoyed activities at the Student Union Building.

The recreational portion of the program allows adult mentors to interact with the youth, get to know them, offer guidance, and form attachments. The recreational activities are a large attraction for youth who continue to come back because of social bonds created with mentors. The academy has adopted a policy of keeping the school open as late as the youth want, which keeps the youth from being involved in delinquent behavior during those hours.

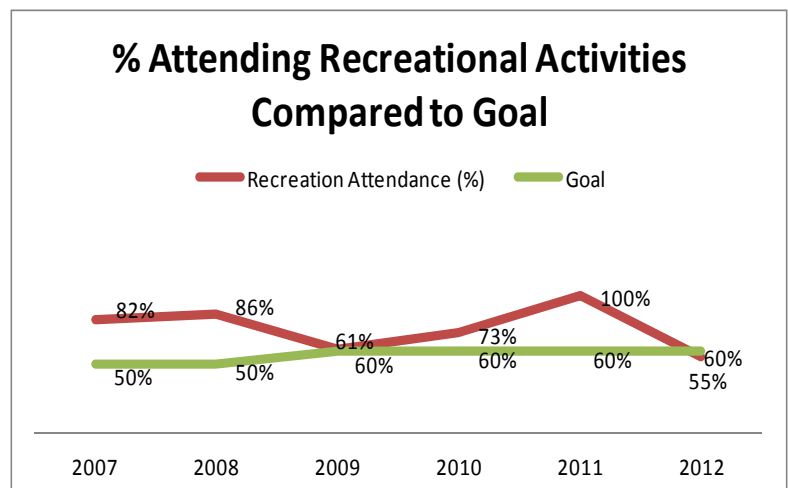
## Recreation Goals, Objectives and Outcomes

The objective of the recreational component was to provide targeted youth with supervised recreational activities that they typically would not have a chance to participate in if this program were not available.

1. Engage at least 50% of our enrollment in recreational activities (12/15/07-12/31/08).
2. Engage at least 60% of our enrollment in recreational activities (1/1/09-12/31/10).
3. Engage at least 60% of our enrollment in recreational activities (1/1/10-12/31/10).
4. Involve 50 youth in recreational activities (01/01/13—12/31/13).

### Outcome:

OG's BAD exceeded the goal of providing between 50% and 60% of student enrollment with recreational opportunities every year, except for year 2012. In 2013, the goal was changed to provide 50 youth recreational activities, rather than a percentage of enrolled participants.



## Drug Strategy

From 2008 to 2010, OG's BAD added a drug strategy component to provide access to Drug Court for youth identified as first-time or casual drug users. However, since the Canyon County Drug Court was not offered to juveniles at the time, individual counseling and Celebrate Recovery group classes were offered instead. Youth identified through positive drug tests (given to all job skills trainees), or those who were suspected of using and requested to be tested by their probation officer were required to attend individual counseling.

There were some successes with the people who took the Celebrate Recovery group class. However, not as many youth were identified as needing the counseling or class as the Executive Director had expected. Therefore, the goal of providing 40 youth with counseling and services was not fulfilled. Services were provided to 8 youth in 2008, 10 youth in 2009, and 12 youth in 2010. The reason for the low number of youth identified by drug testing or juvenile probation as needing substance abuse services is unknown. The Executive Director speculated that perhaps it was due to the following reasons:

1. The youth knew that random drug tests were performed on all participants.
2. Most of the youth were there voluntarily and were ready to change.
3. If students had a drug problem in the past, it is possible many stopped using before they approached OG's BAD for help.
4. The drug tests were not identifying individuals needing services because the drug was possibly already out of the person's system.

### Recidivism Goals, Objectives and Outcomes

1. Keep recidivism rate at 20% or 8 of 40 youth (1/1/07-12/31/07).
2. Recidivism rate at 20% of the youth participating in our program (1/1/08-12/31/10).
3. Reduce recidivism throughout our enrollment to less than 20% of the youth participating in our program by providing recreational activities unrelated to education or job skills (1/1/08-12/31/10).
4. Rate of incarceration for our youth in correctional facilities at less than 10% of our enrollment (1/1/08-12/31/10).

Recidivism	2007	2008	2009	2010	2011	2012	2013
<b>Number of Reoffenders (people)</b>	2	8	3	6	4	1	0
<b>Number of Reoffenders (%)</b>	5%	18%	4%	11%	*	0%	0%
<b>Incarceration Incidence (people)</b>	*	4	1	0	*	0	0
<b>Incarceration Incidence (%)</b>	*	9%	1%	0%	*	0%	0%

#### Outcome:

\* Not tracked

OG's BAD staff tracked the rate of recidivism in the program through court records, as well as through their relationships with youth. Recidivism stayed below 20% for all years tracked. The staff often were aware when a youth was involved in future criminal activity due to word of mouth from other youth in the program. The Executive Director stated that the youth were mentored so closely, the staff hear and see virtually everything that goes on in the neighborhood. In addition, the "Youth are closely supervised and our mentors develop close after-hour relationships beyond what is possible at a normal school. Our students have less opportunity to engage in negative behavior with their peers because we consume virtually all of their daytime hours. They have little, if any, time to get into trouble."

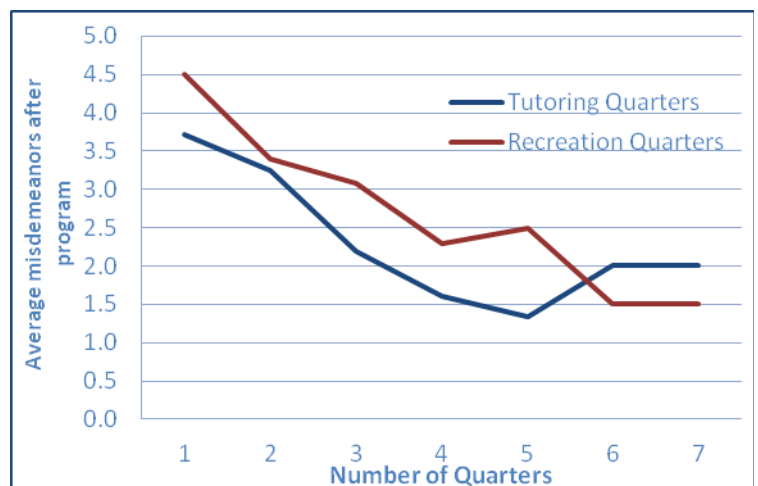
## Recidivism

In an attempt to evaluate the impact OG's BAD had upon the lives of juveniles living within the city of Nampa, ISAC attempted to follow up students who had attended the Academy between 2007 and 2013. The Canyon County Probation Office provided a list of probationers they had referred to OG's BAD, and the Executive Director of OG's BAD provided a record of students receiving services. The information was combined from both sources, allowing for a recidivism study on 165 juveniles. The names and birth dates were matched with individuals from the Idaho Supreme Court repository. Cross checking between both sources revealed approximately 55.8% (n=92) of the students were referred from juvenile probation, most (60.1% of 163) had a prior record, and most (83.7%) committed a new crime. Indication of a prior or new crime was limited to the recidivism definition used by the Idaho Department of Juvenile Probation and included crimes other than status offenses, such as underage drinking and tobacco violations, or driving/traffic offenses. Of those with a determined prior record (n=98) other than the offenses listed, half (51.0%) were adjudicated of a new crime within two years of entering the program. (Note: this is slightly different than the Juvenile Probation department's method in which the two year time frame is based on the time of the individual entering probation to the time they are convicted or adjudicated). The difference in offending after entering the program between those with priors and those with no priors is statistically significant ( $r = .431, p > .05$ ). In fact, 18.6% of the variance in whether or not juveniles committed a new offense after entering the Academy is explained by a juvenile's prior record.

**Main Finding:** The more quarters students spent in tutoring and recreation the fewer numbers of future crimes (including misdemeanors) committed.

To understand how the program affected youths who were most in need of the services provided by OG's BAD, a total of 110 juveniles who participated as students in OG's BAD tutoring program (not just afterschool recreation) were tracked after completion of the program. Of the 110, 78 were originally referred from juvenile probation, 99 had committed prior offenses, and 88 had committed prior offenses other than status or driving violations. Prior to coming to the program, the students committed a total of 132 misdemeanors and 35 felonies, an average of 1.56 offenses per youth with a prior offense. After entering the program, a total of 15 felonies and 107 misdemeanors were committed by OG's BAD tutored students. However, the longer the juvenile participated in tutoring, the fewer misdemeanors they were likely to commit after the program ( $r = .375, p < .05$ ). The number of quarters a juvenile participated in tutoring explained 14.1% of the variance in the number of misdemeanor offenses committed after leaving the program. Those involved in more quarters of recreation also were less likely to commit future crimes ( $r = -.329; < .05$ ). The job skills component, however, was not significantly correlated to recidivism.

**Average number of misdemeanors after exiting OG's BAD by the number of quarters participated in Tutoring and Recreation**



# Opportunities and Challenges



## Funding

Finding stable and secure funding in the future will be a challenge for OG's BAD. As stated earlier, OG's BAD relies heavily on federal and state grants to fund its operations. According to the Executive Director, as of July 1<sup>st</sup> 2013, JAG funding accounted for 86% of all funding for the program. While federal funding for these grants has remained relatively stable, there is no guarantee of this stability in the coming years. Due to the federal fiscal situation, secure funding for most federal programs remains in doubt.

## Evolution of OG's BAD Mission

Since the inception of the program, OG's BAD core mission has been to provide an alternative to youth involvement in gangs by providing education, job skills, and recreational opportunities. This mission has evolved over the years to include working with higher risk youth (juveniles from Canyon County Juvenile Probation and Canyon County Juvenile Drug Court) and juveniles who have educational challenges.

According to the Executive Director Steve Torrono, the juvenile gang component of the mission will always be a part of the program, but the gang crime rate has been going down in the neighborhood, so the program is not primarily focused on gang issues like it was in the past. OG's BAD is expanding its focus to include higher risk youth, and has been working with the Nampa School District to find juveniles who may have ADHD or other issues to give them more mentoring and tutoring options. This shift in mission may present challenges for the program, such as ensuring tutors and mentors are prepared to interact with juveniles with increased educational needs.

## New GED Curriculum

The U.S Department of Education revised and updated curriculum for the GED test, which was effective December 15<sup>th</sup> 2013. After this date, any previous GED tests were null and void. In addition, the testing fee for these tests increased from \$20 to \$25 a test. In an interview with the Executive Director, he stated the changes will present significant challenges. First, the tutors had to learn a brand new curriculum to teach their students. Second, there were a significant number of students who had taken 2-3 tests who were not able to complete all 5 tests before the December 15<sup>th</sup> deadline. These students had their previous test results voided and had to complete the new GED testing program. Finally, the per test fee increase required the program to look at ways to fund the increase.

## Community Support for OG's BAD

One important element for the continued success of the program is support from the local community. This includes support from: the City of Nampa; Nampa Police Department; Canyon County Sheriff's Office, Prosecutor's Office, and Juvenile Probation; Nampa School District; and local businesses. To gauge support of the program, ISAC conducted a survey of community stakeholders asking them questions regarding their views of OG's BAD and the effectiveness of their programs. ISAC found that while a strong majority believes

OG'S BAD fills a significant need in the Nampa community, there are many who disagree with the program's effectiveness at preventing juvenile gang, juvenile drug, and delinquency problems.

## **Communication with Stakeholders**

While the program has made efforts to increase community support, there is room for improvement. For example, during this evaluation ISAC found misconceptions existed between OG's BAD and the Canyon County Juvenile Probation Office regarding hours, staff, and overall structure of the program. The Executive Director of the program has been working with the Juvenile Probation Office to ensure those misconceptions are cleared up and there is a better working relationship in the future. Going forward OG's BAD must continue to ensure community partners are engaged.

## **Data Tracking**

Data tracking and reporting are important elements to a program's success. In conducting this evaluation, ISAC analyzed attendance and performance measures submitted for OG's BAD PSN and JAG grants. ISAC found that while the Executive Director had done a good job of tracking the relevant performance measurements, the information in these reports was not conducive to any deep analysis of the program. As a result, ISAC was unable to make any statistical conclusions regarding the long-term effectiveness of the program. Community members and partners also brought up the need for data on the success of the program. To that end, ISAC created a new tool for OG's BAD that will allow the program to better track and report results for the program. With this new tool the Executive Director will be able to run reports and pull information for any specified date range. This will allow the Executive Director and others to better analyze the success of the program, and the effectiveness in the Nampa community.

More precise information is needed on the youth participating in OG's BAD. The precise entrance and exit date, full name, and birthdates of the individuals in the program will greatly enhance the quality of analysis. In addition, future analysis should include a comparison group between juvenile probationers who attend OG's BAD with a control group of juvenile probationers who do not participate in OG's BAD, with similar risk factors.

## Survey of Community Stakeholders

Throughout October 2013, the ISAC surveyed OG'S BAD's community and criminal justice partners regarding project successes, struggles, and overall impact. The survey was created using the online application, "Survey Monkey." A webpage link was e-mailed to participants, encouraging participation. Out of the 34 members receiving the e-mail, 20 responded (some after receiving a fourth e-mail reminder), resulting in a 58.8% response rate.

Survey responses were received from eleven juvenile probation officers, three law enforcement officials from the Nampa Police Department and the Canyon County Sherriff's Office, four local businesses, a Canyon County Prosecutor, and a City of Nampa official. The majority (80%) of respondents had been involved with OG's BAD for four or more years and 60% felt they were knowledgeable or very knowledgeable about the program. Questions and answers to the survey are provided in Appendix A.

### Rating the Accomplishments of OG'S BAD

When asked about the effectiveness of OG'S BAD in comparison to other entities in suppressing gang activity, juvenile drug activity, and juvenile delinquency in Nampa and summing up the effectiveness ratings, OG's BAD ranked sixth overall. Over half (57.9%) rated as OG's BAD as effective for suppressing gang activity, 40.0% ranked OG's BAD as effective for suppressing drug activity, and 56.5% rated as OG's BAD as effective for suppressing juvenile delinquency in Nampa. The top entities ranked above OG's BAD at suppressing gang activity, drug activity, and juvenile delinquency in Nampa included: (1) Nampa PD; (2) Canyon County Juvenile Probation; (3) Canyon County Prosecutor; (4) Canyon County Sheriff; and (5) Local treatment and rehabilitation. OG's BAD ranked above the Boys and Girls Club, Nampa School District and Churches in ability to suppress gang and drug activity and juvenile delinquency.

<i>% Effective to Very Effective by Agency</i>	<i>Suppressing Gang activity</i>	<i>Suppressing Drug Activity</i>	<i>Suppressing Juvenile Delinquency</i>	<i>Overall Rank</i>
<b>Nampa PD</b>	100.0%	75.0%	80.0%	1.0
<b>Canyon County Juvenile Probation</b>	80.0%	70.0%	95.0%	2.0
<b>Canyon County Prosecutor</b>	94.7%	63.2%	68.4%	3.0
<b>Canyon County Sheriff</b>	75.0%	62.5%	44.4%	4.0
<b>Local treatment and rehabilitation</b>	40.0%	57.9%	58.8%	5.0
<b>OG's BAD* (n=19)</b>	57.9%	40.0%	56.5%	6.0
<b>Boys and Girls Club</b>	50.0%	36.8%	53.3%	7.0
<b>Nampa School District</b>	50.0%	35.6%	44.4%	8.0
<b>Churches</b>	23.1%	21.4%	57.1%	9.0

Note: Not including those who did not know

### Other findings included:

- Lower ratings of effectiveness were received from those higher up in the organization who were less likely to have had regular interaction with the OG'S BAD program and its participants.
- Over half (53.3%) of respondents who knew, believed the job skills component was effective at preventing juvenile delinquency.



- The recreation component was given the least amount of favorable ratings for effectiveness at preventing juvenile gang problems (33.0%), preventing juvenile delinquency (27.0%), and for preventing drug use (27.0%).
- A large majority of respondents (73.7%) agreed that the OG'S BAD program fills a need in the Nampa community.
- 68.4% agreed that OG'S BAD's location was effective for its needs.
- 57.9% agreed that they were committed to OG'S BAD's community initiative.
- 55.6% agreed that OG'S BAD should expand to the Caldwell area, 22.2% were neutral, and 22.2% disagreed with this idea.
- 66.7% believed they had a positive relationship with OG'S BAD.

### **Respondent comments on what was working, and areas needing improvement:**

Respondent positive comments concerning what was working for the program included: providing a safe place where juveniles can pass their GED, gaining positive support from adults, and learning job skills.

Areas respondents noted were needing improvement included:

- A list of support services for parents/students
- Community involvement
- Lack of structure and consistently enforced rules
- Expansion of the program
- Tracking data and demonstration of long term results
- Transportation

# Appendix A: OGBAD Survey

How many years have you been involved in the Program? (n=20)	
< 2 years	5 %
2 years	5%
3 years	10%
4+ years	<b>80%</b>

Please rate your knowledge of the OG's BAD program (n=20)	
Very knowledgeable	20 %
Knowledgeable	<b>40%</b>
Somewhat knowledgeable	25%
Slightly knowledgeable	10%
No knowledge	0%

Please rate the following in regards to suppressing gang activity in Nampa (n=20)						
	Very Effective %	Effective %	Neutral %	Ineffective %	Very Ineffective %	Don't Know %
Nampa PD	30	<b>70</b>	0	0	0	0
Canyon County Sheriff	20	<b>40</b>	20	0	0	20
Canyon County Prosecutor	40	<b>50</b>	5	0	0	5
Canyon County Juvenile Probation	25	<b>55</b>	20	0	0	0
Nampa School District	5	<b>30</b>	20	15	0	<b>30</b>
Boys and Girls Club * (n=19)	21	11	<b>32</b>	0	0	<b>32</b>
OG's BAD	5	<b>50</b>	30	0	10	5
Churches	0	15	<b>35</b>	15	0	<b>35</b>
Local treatment and rehabilitation	0	<b>30</b>	<b>30</b>	10	5	25

Please rate the following in regards to juvenile drug activity in Nampa (n=20)						
	Very Effective %	Effective %	Neutral %	Ineffective %	Very Ineffective %	Don't Know %
Nampa PD	15	<b>60</b>	20	5	0	0
Canyon County Sheriff	5	<b>45</b>	25	5	0	20
Canyon County Prosecutor	20	<b>40</b>	30	5	0	5
Canyon County Juvenile Probation	15	<b>55</b>	20	10	0	0
Nampa School District* (n=19)	5	21	<b>26</b>	21	0	<b>26</b>
Boys and Girls Club	10	15	<b>30</b>	13	0	<b>30</b>
OG's BAD	10	20	<b>30</b>	10	5	25
Churches	5	10	<b>40</b>	10	5	30
Local treatment and rehabilitation	15	<b>40</b>	30	5	5	5

Please rate the following in regards to suppressing juvenile delinquency in Nampa (n=20)						
	Very Effective %	Effective %	Neutral %	Ineffective %	Very Ineffective %	Don't Know %
Nampa PD	15	<b>65</b>	10	10	0	0
Canyon County Sheriff	5	35	<b>45</b>	5	0	10
Canyon County Prosecutor	20	<b>45</b>	25	5	0	5
Canyon County Juvenile Probation	25	<b>70</b>	0	5	0	0
Nampa School District	15	25	<b>35</b>	15	0	10
Boys and Girls Club	20	20	<b>25</b>	10	0	<b>25</b>
OG's BAD* (n=19)	16	<b>32</b>	16	21	0	16
Churches	5	<b>35</b>	15	15	0	30
Local treatment and rehabilitation	0	<b>47</b>	20	13	0	20

Please indicate your level of agreement with the following (n=18)				
	Strongly Agree/Agree %	Neutral %	Strongly Disagree/Disagree %	Don't Know %
Nampa currently has a large gang problem * (n=19)	<b>53</b>	21	21	5
Nampa currently has a large juvenile drug problem	<b>83</b>	6	11	0
Nampa currently has a large juvenile delinquent problem	<b>50</b>	33	11	6

Please indicate your level of agreement with the following (n=19)				
	Strongly Agree/Agree %	Neutral %	Strongly Disagree/Disagree %	Don't Know %
OG's BAD's GED/mentoring program is effective at preventing juvenile gang problems	<b>37</b>	21	26	16
OG's BAD's GED/mentoring program is effective at preventing juvenile drug use	<b>37</b>	11	32	21
OG's BAD's GED/mentoring program is effective at preventing juvenile delinquency	<b>42</b>	11	32	16
OG'S BAD Job Skills Component is effective at preventing juvenile gang problems	<b>37</b>	16	26	21
OG'S BAD Job Skills Component is effective at preventing juvenile drug use	<b>37</b>	21	21	21
OG'S BAD Job Skills Component is effective at preventing juvenile delinquency	<b>42</b>	16	21	21
OG'S BAD Recreation Component is effective at preventing juvenile gang problems	<b>26</b>	<b>26</b>	<b>26</b>	21
OG'S BAD Recreation Component is effective at preventing juvenile drug use	21	<b>42</b>	16	21
OG'S BAD Recreation Component is effective at preventing juvenile delinquency	21	<b>42</b>	16	21

Please indicate your level of agreement with the following (n=19)				
	Strongly Agree/ Agree %	Neutra l %	Strongly Disagree/ Disagree %	Don't Know %
OGBAD fills a need in the Nampa Community	<b>74</b>	5	21	0
OG's BAD location is effective for its needs	<b>68</b>	16	16	0
I am committed to OG's BAD's community initiative	<b>58</b>	26	16	0
Overall, I have a positive relationship with OG's BAD	<b>68</b>	26	5	0
I will continue to partner with OG'S BAD in the future	<b>58</b>	26	5	11
OG's BAD should open another location in Caldwell	<b>53</b>	21	21	5

In your opinion what is working best for the program?
The work crew.
I think the intent / theory of the program is solid.
Support and encouragement.
Providing the support the juvenile needs to move forward in their life. Providing hope in moving forward towards their education.
The program does an excellent job in allowing and giving the juveniles services, tools needed in order to obtain their GED.
They get kids to place where they are able to pass the exams and get their GED.
The program offers good programs but has limited hours.
A safe place for gang affiliated youth to do something positive with their lives. Unconditional love and positive regard for all youth.
To be honest I don't think juvenile probation has many kids going through the program. We use their program as a last resort for some of our kids who can't return to traditional school.
Creating positive relationships that build trust in significant adults in the lives of these kids works to change their behaviors.
Education programs.
Safe place for youth at risk of gang recruitment to gather and participate in positive social activities. Getting the kids who don't feel they fit in other activities like sports or Boys and Girls Club.
Getting juveniles an education (GED).
They have a way of working with kids that is non-traditional, but effective. Where other programs try to fit a cookie cutter type of program and force-feed that to the juveniles they serve, OG-BAD looks at the individual and works with them based on their needs.

### In your opinion what is not working for the program?

Lack of structure.

The name is of poor choice. It glorifies gang members and their history. The premise of the facility does not deter gang involvement. The facility is in the wrong geographic location-it lends itself to involving active North Side gang members. Active gang members hold "court" at the facility with no problem. Recruiting happens right at school. Hardened gang members are allowed to hang out at the school with no intention of rehabilitation. This program does not in actuality deter gang involvement or gang crime. The personnel running the program are not capable of limiting the involvement of dangerous active gang members.

Public acceptance of the problem. There are little sanctions for bad behavior. Society is not holding anyone accountable.

Some juveniles obtain their GED when they were unsuccessful in other programs.

Lack of funding

I think we need to have a better partnership with OGBad.

Community involvement

Demonstrating results over the long term.

I think there is a larger need than what OG-BAD can currently provide. Expansion of their program would be good for Nampa and the greater Canyon County area.

1. Lack of consistency with enforcing rules - specifically pertaining to flying colors. 2. The program appears to provide a meeting place for gang members to further their gang agenda (under the guise of working on their education). 3. The OGBAD GED program costs money that some families cannot afford to pay - there are other community based resources that are free to GED students

### What recommendations do you have to improve the program?

If the program was more structured it would help greatly.

Change the name. Move the location. Change out the personnel. Develop and insert strict guidelines, rules and parameters. Do not allow gang colors and clothing to be worn at the school. Limit the type of individuals who have access.

I do not have enough knowledge of the program. I would like to see their statistical data before I am able to make any recommendations.

I believe the problem is much bigger than OG BAD. We need to start with younger kids and have more education and sanctions for families.

This program needs to be open extended hours for juveniles to use the facilities late afternoon and early evening. It needs to provide transportation to those who live outside of Nampa, reach out to the Canyon County communities, be clear that it does not tolerate gang lifestyles, attitudes or attire and have well qualified teachers to help more students obtain their GED or HSE and learn proper job skills.

More structure; program components = more funding!

Better communication with the director or the person in charge. Have OGBad keep stats on the number of probation kids using their program and the percentage who graduate.

Need to get the community more involved in the different programs. To show that these individuals in the program are willing to assist in eradicating gangs, rather than being seen as a haven for them.

Monitor youth and follow up to see if program has any impact on them.

Transportation to get kids there. Develop an evening GED program for kids who work during the day.

Having positive structured evening activities for juveniles to participate in.

Expansion would be appropriate.

This is a grant funded program - should they be charging students for education? Most of the clients I work with cannot afford to pay for education and will opt to utilize the WIA program through the Idaho Department of Labor instead of OGBAD. I recommend not charging students for the GED program,

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