

# Index

- accountability issues, norms and narratives, 217–18
- accuracy, in evaluating program effectiveness, 242
- action research, 110
- administering the program, 67
- African American gangs, 27
- aftercare intervention programs, 56
- Akers, Ronald, 116
- Alinsky, Saul, 14
- Andersen, Nels, 18
- anger management programs, 56
- anti-loitering laws, 33, 57
- anti-violence strategies. *See specific strategies and programs*
- arresting gang leaders, 57
- ART (Aggression Replacement Training), 56, 70
- assessing gang problems, 67, 123
- assessment packages, 123
- assets, positive youth development. *See strengths and assets, positive youth development*
- attribution error, in norms and narratives, 210–11
- best practices, identifying, 66
- Blackstone Rangers, 29
- bonding social capital, 146
- books and publications. *See literature*
- Booth, Charles, 19
- Boston Gun Project. *See Operation Ceasefire (Boston)*
- Boston Miracle, 58
- Boyle, Gregory, 25, 30
- Braithwaite, John, 147
- Brandon, Rodney, 3
- BRIDGE (Building Resources for the Intervention and Deterrence of Gang Engagement), 55–56
- bridging social capital, 146
- Burgess, Ernest, 111

- Cain, Maureen, 142–43
- camera surveillance, in decline of Chicago homicide rates, 89–90
- CAP (Chicago Area Project): community gang control programs, 230–31; creation of, 10; current status, 19; focus on internal dynamics, 11; integrating theory and evaluation, 111–12; limitations, 14; as model for policy and practice, 15; opportunities for young people, 11; social planning vs. locality development approaches, 19; strategic approach, 11; street workers, 11, 26; youth gangs, history of, 12
- capacity building, 196, 200
- CAPS (Chicago Alternative Policing Strategy), 57, 84
- case conferencing, 198–99
- case studies: integrating theory and evaluation (*see* integrating theory and evaluation, case studies); street worker, police, gang relationships, 136–41
- causes of youth gangs. *See* youth gangs, contributing factors
- cease-fire efforts: Los Angeles, 34, 40; PSN (Project Safe Neighborhoods), 38; Strategic Approach to Community Safety Initiative, 37. *See also* Chicago CeaseFire program; Operation Ceasefire (Boston)
- character, in positive youth development, 187
- Chaskin, Robert, 246
- Chicago: gangs, Thrasher studies of, x, 7, 18; homicide rates (*see* homicide rates, Chicago)
- Chicago CeaseFire program: community gang control programs, 234–35; effect on homicide decline, 78, 93–97, 101; effectiveness of, 93–97, 184, 243; street workers, 30; violence interrupters, 30
- Chicago Project for Violence Prevention (CPVP), 69, 184, 233–34
- the Chicago School: community-focused explorations, 6, 18; ethnographic approaches, 6, 18; fieldwork, 6, 18; historical significance, 4–5; mapping, 6, 18; original research, 5–9; social survey approach, 6, 18
- Chicano gangs: cognitive dimension, 161; CPRP (Chicano Pinto Research Project), 157; destructive acts, public vs. private, 159; emotional dimension, 161; as fictive kin, 160; gang and non-gang associations, 162; gang attire, 161–62; gang families vs. non-gang, 159; Ghetto Hero, 163; history of, 156; image of toughness, 163; immigration factors, 170; maturing out of, 160; member environment comparisons, 158–59; member profiles, 156; norms, 159; NYC (Neighborhood Youth Corp), 167–68; OGs (Original Gangsters), 161; older members, role of, 161; psychosocial moratorium, 156, 160; puberty, 162; social dimension, 160; socialization process, 160–64; street ethnography, 157 (*see also* multiple marginality); suppression tactics, 165; Teen Post program, 167; values, 159. *See also* multiple marginality; youth gang members; youth gangs
- Chicano gangs, programs: COPS (Community Oriented Policing Services), 168–69; Head Start program, 168; IMPACTO (Imaginando Mañana: Pico-Aliso Community Teen

- Outreach), 169; Inner City Games program, 170; L.A. Bridges program, 169–70; Lights of the Cambodian Family, 168; Mujeres y Hombres Nobles program, 168; NYC (Neighborhood Youth Corp), 167–68; Pro Force Bike Patrol program, 168; targeted age group, 165; Teen Post program, 167
- Chicano Pinto Research Project (CPRP), 157
- circumstantial evidence, in decline of Chicago homicide rates, 96–97
- civil gang injunctions, 33
- Cloward, Richard, 14, 112
- code switching, norms and narratives, 213
- cognitive dimension of gang life, 161
- cohesion, effects of street workers, 131
- Coleman, James, 132
- collaboration among organizations, 13, 242. *See also* partnerships, in community justice
- collaborative models. *See* Comprehensive Community Model (Spergel Model); hybrid models
- collective efficacy, 9, 10, 132–34, 228–29
- collective responsibility for gun violence, 38, 233
- community: collective efficacy, 9; conflicting value orientations, 7; as context for intervention (*see* community gang control programs; street workers); interstitial regions, 7; justice partnerships, 231; natural areas, 6; nature of, 5–9; neighborhood differentiation, 6; organizational patterns, 8–9; patterns of urban growth, 6; relationship to young people and youth gangs, 7–9; self-help approaches (*see* Comprehensive Community Model [Spergel Model]; street workers); social research on, history of, 6–7 (*see also* the Chicago School); zones of transition, 6–7
- community, factors contributing to gang formation: community dynamics, 225; conflicting value orientations, 7; intra-neighborhood dynamics, 8; organization of social space, 8; societal failures, 7; weakened social control, 7
- community gang control programs: basic themes, 13; Chicago CeaseFire program, 234–35; Chicano gangs (*see* Chicano gangs, prevention programs); collaboration among organizations, 13; collaboration with law enforcement (*see* Comprehensive Community Model [Spergel Model]; hybrid models); collective efficacy, 10, 228–29; collective responsibility, 233; community dynamics, 225; community justice partnerships, 231; community organization, 9; community-based (*see* Comprehensive Community Model [Spergel Model]); comprehensive planning, 13; CPVP (Chicago Project for Violence Prevention), 233–34; curbstone counselors, 230–31; deterrence programs, 232–35; evolutionary stages of the problem, 227; explanations of the problem, 225–27; external influences, 14; faith-based efforts, 39; gangs, as resistance organizations, 227; governmental financial interventions, 29; grassroots organizations, 14 (*see also* Comprehensive Community Model [Spergel Model];

community gang control (*continued*)  
street workers); implementation issues, 13; intervention (*see* intervention programs); knowledge generation and use, 15–16; L.A. Bridges program, 169–70, 232; limited growth, key reason for, 176, 240–41; lower-tier organizations, 14; mediating theories, 228–30; multiple marginality, 226, 231; norms and narratives, changing, 229–30; notification meetings, 39; NYGC (National Youth Gang Center), 223; Operation CeaseFire, 232–34; opportunities for young people, 9–10; opportunity provision, 226; organizational goal displacement, 229; participation by community members, 13; Peace Corps-style interventions, 28; police gang units, 232; positive youth development, 231–32; prevailing models, 230; prevention (*see* prevention programs); professionals, role of, 10, 19; “pulling levers” strategy, 233; recommendations, 244–46; scope of the problem, 223–25; social agencies, role of, 10, 19; social capital, 228–29; social disorganization, 225–26; Spergel on, 9; suppression (*see entries at* suppression programs); third-tier organizations, 14; urban growth, 225; violence interrupters, 233–34; working groups, 38; youth social development, 230–32. *See also* CAP (Chicago Area Project); Comprehensive Community Model (Spergel Model); street workers; *specific programs*

community gang control programs, comprehensive integrated strate-

gies: community mobilization, 236; evaluation, 240–44; opportunities provision, 236–37; organizational change and development, 238–40; overview, 235; social intervention, 237; street workers, 237; suppression, 238. *See also* Comprehensive Community Model (Spergel Model); hybrid models

community gang control programs, effectiveness of: accuracy, 242; Chicago CeaseFire program, 243; collaboration, 242; GREAT (Gang Resistance Education and Training Program), 54–55; implementing programs, 244; Montreal Preventive Treatment Program, 54; Operation Ceasefire (Boston), 242–43; preventing youth from joining, 54; rated effective, 53; relevant theory, 242; replicating programs, 244; research independence, 242; street workers, importance of, 244

*Community Guide to Helping America’s Youth*, 71

community justice: capacity building, 196; community mobilization, 193, 195–96; improving the Comprehensive Community Model, 192–95; leadership, 196–98; partnerships, 194; restorative and indigenous justice movement, 136; stakeholders, 194–95

community mobilization: community gang control programs, 236; community justice, 193, 195–96

community mobilization, Comprehensive Community Model (Spergel Model): community justice, 185; definition, 36, 178; importance of,

- 200; positive youth development, 185
- community mobilization strategy, 60
- community narratives and law enforcement, 215
- community notification meetings, 58
- Community Oriented Policing Services (COPS), 168–69
- community policing, 57, 84
- community youth development approach, 199–200
- community-focused explorations, the Chicago School, 6, 18
- comparative research designs, 142
- competence, positive youth development, 187
- Comprehensive Community Model (Spergel Model): community mobilization, 36, 178; evaluation of effectiveness, 36, 119–21, 178–81; GF-SCP (Gang-Free Schools and Communities Program), 178–81; goals, 35–36, 36–37; GRP (Gang Reduction Program), 178–81; integrating theory and evaluation, 119–21; key difficulties, 36–37; key strategies, 36, 178; opportunity provision, 36, 178; organizational change, 36, 178; origins of, 35; prevention, intervention, suppression continuum, 72; problem-solving approach, 72; risk factors, identifying, 72; social interventions, 36, 178; strengths, 70; suppression, 36–37, 178
- Comprehensive Community Model (Spergel Model), effectiveness: best practices, identifying, 66; community mobilization strategy, 60; critical steps, 60–61; demonstrating, 64–66; GVRP (Gang Violence Reduction Project), 61–64; intervention teams, 61–62; key success factors, 65–66; Latin Kings gang, 61, 63; lessons learned, 67–69; NAGV (Neighborhoods Against Gang Violence), 62; NYGC (National Youth Gang Center), 66, 71–72; opportunities provision strategy, 60; organizational change and development strategy, 60; outcome data, 64–65; program description, 55–56; reducing total of offenses, 64; reducing violent offenses, 64; social intervention strategy, 60; steering committees, 62; Strategic Planning Tool, 71–72; strategies, 60; street work, 61; summary of effectiveness, 62–64; suppression, 61; suppression strategy, 60; testing, 64–66; Two Six gang, 61, 63; youth outreach, 64; youth services, 61
- Comprehensive Community Model (Spergel Model), improving: community justice, 192–95; community mobilization, 185; opportunities provision, 185; positive youth development, 186–92; social disorganization theory, 185; social intervention, 185
- Comprehensive Community Model (Spergel Model), increasing comprehensiveness: case conferencing, 198–99; focus on capacity building, 200; implement the community youth development approach, 199–200; increase community mobilization, 200; key principles and components, 198–99; practice continuous improvement, 200; providing program models and intervention frameworks, 199; strengthen local leadership, 200

- Comprehensive Community-Wide Approach to Gang Prevention, Intervention, and Suppression Model. *See* Comprehensive Community Model (Spergel Model)
- comprehensive programs: Chicago Project for Violence Prevention, 69; Juvenile Gang Suppression and Intervention Research and Development Program, 59; rated effective, 53; street workers, 69; violence interrupters, 69. *See also* Comprehensive Community Model (Spergel Model)
- CompStat program, 89, 103
- confidence, in positive youth development, 187
- conflict gangs, 120
- conflicting community value orientations, 7
- convicts (*pintos*), 157
- COPS (Community Oriented Policing Services), 168–69
- CPRP (Chicano Pinto Research Project), 157
- CPVP (Chicago Project for Violence Prevention), 69, 184, 233–34
- crime categories, change over time, 79
- criminality, community support for, 213
- criminology, norms and narratives: attribution error, 210–11; code switching, 213; common ground, 219–20; community gang control programs, 229–30; cultural media, amplifying exaggerations, 211; distrust of law enforcement, 213; extreme norms, 210; formal social control, 212–13; group and network processes, 209–211; highlighting extremes, 211; importance of, 207–209; inductive aspect of categorization, 210–11; informal social control, 212–13; intent, inferring from behavior, 210–11; legal cynicism, 213; lessons learned, 219–20; masculinity anxiety, 210; perceived norms vs. real ones, 210; pluralistic ignorance, 210; polarization, 210; referent informational influence, 210–11; restorative justice movement, 212–13; risky shift, 210; social norming, 212; status anxiety, 210; support for criminality, 213; techniques of neutralization, 213; tolerance of deviation, 213; youth gang dynamics, 211–12. *See also* law enforcement; police; prosecuting gang crimes
- criminology, a practical approach: accountability issues, 217–18; community narratives and law enforcement, 215; core dimensions, 214; gang dynamics, and law enforcement, 216–17; interventions, 218–19; law enforcement, and the community, 217; law enforcement narratives and law enforcement, 215–16; license issues, 217–18; overview, 213–14; unintended damage by law enforcement, 216
- cultural media, amplifying exaggerations, 211
- curbstone counselors. *See* street workers
- curfews, 33, 57
- data collection, 68
- data interpretation, 130
- data-driven police patrols, in decline of Chicago homicide rates, 88–89
- Dawley, David, 28

- de-industrialization, effect on employment opportunities, 27
- Delinquency and Opportunity: A Theory of Delinquent Gangs*, 113
- delinquency theory, 4–5, 17. *See also* juvenile delinquency
- delinquent norms, 112–13
- destructive acts, public vs. private, 159
- detached workers. *See* street workers
- details of execution, 130
- deterrence programs, community gang control, 232–35
- developmental assets, menu of, 187
- Devils Disciples, 29
- differential association theory, 116–17
- directed police patrols, in decline of Chicago homicide rates, 88–89
- displacement of population, in decline of Chicago homicide rates, 97–100
- dispute resolution, 131–32
- dress codes for gangs, 161–62
- drug abuse issues, positive youth development, 189–91
- drug market changes, in decline of Chicago homicide rates, 83–84
- drug trafficking among youth gangs, 12, 224
- economic benefits to gang members, 12
- economic changes, in decline of Chicago homicide rates, 85
- effectiveness of programs. *See* evaluating effectiveness
- emotional dimension of gang life, 161
- emotional problems, positive youth development, 189–91
- employment, effects of de-industrialization, 27. *See also* opportunities for young people
- Esbensen, Finn-Aage, 115–17
- ethnic make up of gangs, 27
- ethnographic approaches, the Chicago School, 6, 18 (*see also* chapter 7)
- Eurogang Program of Research, 127
- European cities, homicide rates, 77
- evaluating effectiveness: ART (Aggression Replacement Training), 70; caveats, 51–52; challenges, 15–16; Chicago CeaseFire program, 93–97, 184; community mobilization, 193; Comprehensive Community Model, 178–81; CompStat program, and homicide rate, 103; GGP (Group Guidance Project), 118–19; GREAT (Gang Resistance Education and Training Program), 114–18; intervention teams, 53–54, 55–56; L1 (Level 1) programs, 52; L2 (Level 2) programs, 52; L3 (Level 3) programs, 52; Ladino Hills Project, 119; limitations, 53; Operation Ceasefire, 39; police suppression initiatives, 53; program rating criteria, 71; program services vs. program structures, 53; protocols, 52; PSN (Project Safe Neighborhoods), 183–84; rating criteria, 71; relationship to theory and program design (*see* integrating theory and evaluation); review procedures, 52–54; scale of perceived effectiveness, 122; Spergel Model, 36; stakeholders, effects of, 16; street workers, 27–28, 71; success criteria, 109; summary of, 70–71; technical assistance manuals, 122; training, 123. *See also* Comprehensive Community Model (Spergel Model); effectiveness; integrating theory and evaluation; research integrity; specific programs

- evaluating effectiveness, community gang control programs: accuracy, 242; Chicago CeaseFire program, 243; collaboration, 242; implementing programs, 244; importance of, 240–41; Operation Ceasefire (Boston), 242–43; relevant theory, 242; replicating programs, 244; research independence, 242; street workers, importance of, 2442
- evaluating effectiveness, comprehensive programs: Chicago Project for Violence Prevention, 69; Juvenile Gang Suppression and Intervention Research and Development Program, 59; rated effective, 53; Spergel Model, 36; street workers, 69; violence interrupters, 69. *See also* Comprehensive Community Model (Spergel Model)
- evaluating effectiveness, intervention programs: aftercare, 56; anger management, 56; ART (Aggression Replacement Training), 56; BRIDGE (Building Resources for the Intervention and Deterrence of Gang Engagement), 55–56; Little Village intervention team, 55; moral reasoning training, 56; Operation New Hope, 56; rated effective, 53, 55–56; skill streaming, 56; street workers, 55
- evaluating effectiveness, prevention programs: GREAT (Gang Resistance Education and Training Program), 54–55; Montreal Preventive Treatment Program, 54; preventing youth from joining, 54; rated effective, 53
- evaluating effectiveness, suppression programs: altering traffic flow, 57; anti-loitering statutes, 57; arresting gang leaders, 57; Boston Ceasefire project, 58–59; CAPS (Chicago Alternative Policing Strategy), 57; community notification meetings, 58; community policing, 57; curfews, 57; enforcing probation controls, 57; gang sweeps, 57; Gangster Disciples (Chicago), 58; gun violation crackdowns, 57; Operation Hammer, 57; Operation Hardcore, 57; problem analysis approach, 58; rated effective, 53, 57; selective incarceration, 57; summary of effectiveness, 58–59; TARGET (Tri-Agency Resource Gang Enforcement Team), 57; targeted suppression, 57; targeting habitual offenders, 57; traffic checkpoints, 57; truancy enforcement, 57; war on gangs, 56–57; zero tolerance roundups, 58
- evaluation problems, sources of, 130
- evolutionary stages of youth gangs, 227
- exclusionary zones, 32
- external influences, community gang control programs, 14
- FADE (fighting, avoidance, discrimination, extermination), 116–17
- federal gangbuster's bill, 41
- fictive kin, gangs as, 160
- fieldwork, the Chicago School, 6, 18
- five Cs, positive youth development, 187
- Fleisher, Mark, 142
- Fogerty, Jim, 30
- formal social control, norms and narratives, 212–13
- Frazier, E. Franklin, 18
- Freakonomics*, 82

- gain-motivated crime vs. violent crime, 121
- Gang Abatement and Prevention Act of 2007, 223–24
- The Gang and the Establishment*, 43
- gang control programs. *See* community gang control programs
- Gang Crimes Unit, 91
- Gang Intelligence Unit, 91
- Gang Reduction Program (GRP), 178–81
- gang sweeps, 57
- gang units. *See* police gang units
- gangbuster's bill, 41
- gangs. *See* youth gangs
- Gangster Disciples (Chicago), 43, 58
- General Theory of the Crime, 115–16
- Getting Paid: Youth Crime and Work in the Inner City*, 141
- GFSCP (Gang-Free Schools and Communities Program), 178–81
- GGP (Group Guidance Project), 118–19
- Ghetto Hero, 163
- The Gold Coast and the Slum*, 18
- governmental financial intervention tactics, 29
- grassroots organizations, 14. *See also* community gang control programs; Comprehensive Community Model (Spergel Model); street workers
- GREAT (Gang Resistance Education and Training Program), 54–55, 114–18
- the Great Migration, 27
- GRP (Gang Reduction Program), 178–81
- gun availability, in decline of Chicago homicide rates, 85–86
- gun ownership, correlation with homicide rates, 85
- gun violation crackdowns, 57
- gun violence: collective responsibility, 38, 233; geographic and social mapping, 38; PSN advertising campaign, 92; “pulling levers” strategy, 38, 39; reducing (*see* cease-fire efforts); shooting reductions, 103. *See also* entries at homicide rates
- GVRP (Gang Violence Reduction Project), 61–64, 93
- Hagedorn, John, 17–18, 146
- Hawkins, Gordon, 146
- Head Start program, 168
- Heisenberg, Werner, 145
- Heisenberg effect, 145
- Hernandez, Danny, 170
- Hispanic gangs, 27
- hobo study, 18
- homicide rates: correlation with gun ownership, 85; European cities, 77; gang-related, 224; major U.S. cities, trends, 78. *See also* gun violence
- homicide rates, Chicago: in 2003–2004, 77
- homicide rates, Chicago, decline in, causes of: abortion, 82–83; aggressive prosecution, 91–92; aging of the population, 83; camera surveillance, 89–90; CAPS (Chicago Alternative Policing Strategy), 84; CeaseFire program, 78, 93–97, 101; circumstantial evidence, 96–97; community-oriented policing, 84; crime categories, change over time, 79; data-driven police patrols, 88–89; directed police patrols, 88–89; displacement of population, 97–100; drug market changes, 83–84; economic changes, 85; gang units,

- homicide rates (*continued*)  
 90–91; gun availability, 85–86;  
 incarceration, 86; increased police  
 force and budget, 86–87; irrelevant  
 factors, 82–87; lethality of violence,  
 87; major programs, summary of,  
 80–81; police strategies, 78, 88–91;  
 primary reasons, 78; programmatic  
 evidence, 94–96; PSN (Project Safe  
 Neighborhoods), 78, 91–92; relevant  
 factors, 80–81, 87–99; relocating  
 violent offenders, 78; shooting  
 rates, redefinition of, 102; statistical  
 evidence, 96; violence prevention  
 programs, 93–97
- homicide rates, Los Angeles: in 2004,  
 77; in 2007, 30
- homicide rates, New York (2003), 77
- homicide rates, United States: in 1991,  
 76; in 2004, 76; in 2006, 76; de-  
 crease in, possible causes, 100–102;  
 trend over past decade, 100
- hot-spot policing, 31–32
- Hughes, Lorine, 130
- Hull house, 18–19
- Hull House Maps and Papers*, 19
- human development, effects of mul-  
 tiple marginality, 164–67
- hybrid models: faith-based community  
 efforts, 39; L.A. Bridges program,  
 35; L.A. Plan, 35; notification meet-  
 ings, 39; Operation Ceasefire, 37;  
 overseeing, 40; police presence,  
 40–41; problem-solving approach,  
 37–42; Strategic Approach to Com-  
 munity Safety Initiative, 37; working  
 groups, 38. *See also* Comprehensive  
 Community Model (Spergel Model)
- identity attacks, cause of disputes, 131
- immigration, factor in gang growth,  
 170
- “The Impact of Legalized Abortion on  
 Crime,” 82
- IMPACTO (Imaginando Mañana: Pico-  
 Aliso Community Teen Outreach),  
 169
- implementing programs: commu-  
 nity gang control, 13; for evaluating  
 effectiveness, 67; street workers,  
 importance of, 244
- incarceration: in decline of Chicago  
 homicide rates, 86; selective, 57;  
 U.S. prison population, 86
- independence of measures, 144–45
- indigenous justice movement. *See*  
 restorative justice movement
- inductive aspect of categorization,  
 210–11
- informal social control, norms and nar-  
 ratives, 212–13
- informal social control . . . of children,  
 132–34
- Inner City Games program, 170
- instrumental conditioning theory,  
 116–17
- integrating theory and evaluation:  
 action research, 110; assessing  
 local gang problems, 123; assess-  
 ment packages, 123; history of, 110;  
 National Youth Gang Survey, 122;  
 programs without theory, 114–18;  
 prototype models, 122; scale of per-  
 ceived effectiveness, 122; technical  
 assistance manuals, 122; theory-  
 based programs without evaluation,  
 111–14; training, 123
- integrating theory and evaluation,  
 case studies: CAP (Chicago Area  
 Project), 111–12; delinquent norms,

- 112–13; differential association theory, 116–17; FADE (fighting, avoidance, discrimination, extermination), 116–17; General Theory of the Crime, 115–16; GGP (Group Guidance Project), 118–19; GREAT (Gang Resistance Education and Training Program), 114–18; instrumental conditioning theory, 116–17; Ladino Hills Project, 119; MFY (Mobilization for Youth), 112–14, 124–25; National Youth Gang Suppression and Intervention Program, 120; operant conditioning, 116–17; self control theory, 115–16; social disorganization theory, 111–12; social learning theory, 116–18
- integrity, definition, 145
- intent, inferring from behavior, 210–11
- intergenerational closure, 132–34
- interstitial regions, 7
- intervention programs: Chicano gangs (*see* Chicano gangs, intervention programs); combined with suppression tactics (*see* Comprehensive Community Model [Spergel Model]; hybrid models); Comprehensive Community Model, 68; in conjunction with suppression tactics (*see* Comprehensive Community Model [Spergel Model]; hybrid models); evidence of effectiveness, 27–28; governmental financial, 29; multiple marginality (*see* multiple marginality, intervention programs); Peace Corps-style, 28; social intervention, 36. *See also* street workers
- intervention programs, effectiveness of: aftercare, 56; anger management, 56; ART (Aggression Replacement
- Training), 56; BRIDGE (Building Resources for the Intervention and Deterrence of Gang Engagement), 55–56; Little Village intervention team, 55; moral reasoning training, 56; Operation New Hope, 56; rated effective, 53, 55–56; skill streaming, 56; street workers, 55
- intervention teams: Comprehensive Community Model, 61–62, 68–69; effectiveness of, 53–54, 55–56; Little Village intervention team, 55–56
- interventions, norms and narratives, 218–19
- jail. *See* incarceration
- jobs, effects of de-industrialization, 27. *See also* opportunities for young people
- juvenile delinquency: delinquency theory, 4–5, 17; factors correlated with, 3; Program of Research on the Causes and Correlates of Delinquency, 177; spatial distribution, 3. *See also* youth gangs
- Juvenile Delinquency in Urban Areas*, 3
- Juvenile Gang Suppression and Intervention Research and Development Program, 59
- Klein, Malcolm, 118, 157, 241
- knowledge generation and use, 15–16
- Kobrin, Solomon, 111
- Kornhauser, Ruth, 17
- L.A. Bridges program, 35, 169–70, 232
- Ladino Hills Project, 119
- Latin Kings gang, 61, 63
- LAW (street gang), 43

- law enforcement: collaboration with community efforts (*see* Comprehensive Community Model [Spergel Model]; hybrid models); and community narratives, 215, 217; distrust of, 213; and gang dynamics, 216–17; narratives, 215–16; unintended damage by, 216. *See also* criminology, norms and narratives; police; prosecuting gang crimes; *entries at* suppression programs
- leadership: community justice, 196–98; Comprehensive Community Model, 200
- leaving a gang, 27, 160
- legal cynicism, 213
- legislation: anti-loitering laws, 33, 57; “articles of the trade” prohibitions, 33; civil gang injunctions, 33; curfews, 33, 57; federal gangbuster’s bill, 41; Gang Abatement and Prevention Act of 2007, 223–24; gang-specific, 32–33; mini-RICO prosecutions, 33; restraining orders, 33; RICO prosecutions, 43; saturation patrols, 32; special prosecutorial units, 32; STEP (Street Terrorism and Enforcement Prevention Act of 1993), 32; vertical prosecution, 32
- legitimizing disciplines and programs, 144–45
- lethality of violence, in decline of Chicago homicide rates, 87
- Levitt, Steven, 82
- license issues, norms and narratives, 217–18
- Lifeskills. *See* Operation New Hope
- Lights of the Cambodian Family, 168
- Little Village intervention team, 55
- locality development approaches vs. social planning, 19
- Los Angeles: cease-fire efforts, 34, 40; homicide rate (2007), 30; L.A. Bridges program, 35, 169–70, 232; L.A. Plan, 35
- lower-tier organizations, community gang control programs, 14
- major programs, in decline of Chicago homicide rates, 80–81
- mapping: the Chicago School, 6, 18; gun violence, 38
- Marsh, Jeanne, 246
- masculinity anxiety, 210
- mass roundups, 32
- maturing out of gangs, 160
- Matza, David, 210
- Mayhew, Henry, 19
- McKay, Henry, 111
- measurements influencing outcomes, 129
- mediating theories, community gang control programs, 228–30
- mediation, dispute resolution, 131
- medical model treatments, positive youth development, 189–91
- mental health problems, positive youth development, 189–91
- menu of developmental assets, positive youth development, 187
- MFY (Mobilization for Youth) program, 14, 112–14, 124–25
- Miller, Aldon, 121
- Miller, Walter, 148
- mini-RICO prosecutions, 33. *See also* RICO prosecutions
- mobilization of communities. *See* community mobilization

- models, prototypes, 122. *See also specific models*
- Monster Kody, 163
- Montreal Preventive Treatment Program, 54
- Moore, Joan, 157
- moral reasoning training, 56
- a mosaic of social worlds, 6
- Moynihan, Daniel, 124–25
- Mujeres y Hombres Nobles program, 168
- multiple marginality: cognitive dimension of gangs, 161; destructive acts, public vs. private, 159; effects on human development, 164–67; emotional dimension of gangs, 161; factor in formation of youth gangs, 226, 231; immigration factors, 170; member environment comparisons, 158–59; norms, 159; older gang members, role of, 161; psychosocial moratorium, 156, 160; puberty, 162; social dimension of gangs, 160; socialization into gangs, 160–64; street ethnography, 157; suppression tactics, 165. *See also Chicano gangs*
- murder. *See entries at homicide rates*
- NAGV (Neighborhoods Against Gang Violence), 62
- narratives. *See criminology, norms and narratives*
- A Nation of Lords: The Autobiography of the Vice Lords*, 28
- National Youth Gang Suppression and Intervention Program, 120
- National Youth Gang Survey, 122
- natural areas in communities, 6
- Negro families, study of, 18
- neighborhood differentiation in communities, 6
- New York City homicide rates (2003), 77
- nonpathological factors, positive youth development, 189
- normative violations, cause of disputes, 131
- norms among gangs, 159. *See also criminology, norms and narratives*
- NYC (Neighborhood Youth Corp), 167–68
- NYGC (National Youth Gang Center), 66, 71–72, 223
- occidentalism, 148
- OGs (Original Gangsters), 161
- Ohlin, Lloyd, 14, 112, 120–21
- older members, role of, 161
- operant conditioning, 116–17
- Operation Ceasefire (Boston): community gang control programs, 232–34; description, 182–84; effectiveness of, 58–59, 182–84, 242–43; overview, 37–39
- Operation Hammer, 57
- Operation Hardcore, 57
- Operation New Hope, 56
- opportunities for young people: CAP (Chicago Area Project), 11; community gang control programs, 9–10; de-industrialization, effect on employment, 27; differential opportunity theory, 14–15; Spergel Model, 36; Thrasher, Frederick, 9–19
- opportunities provision: community gang control programs, 236–37; Comprehensive Community Model, 178; factor in formation of youth gangs, 226; improving the Comprehensive Community Model, 185

- opportunity provision strategy, 60
- opportunity theory, 135
- order violations, cause of disputes, 131
- organizational change and development: community gang control programs, 238–40; Comprehensive Community Model (Spergel Model), 36, 178; strategy, 60
- organizational goal displacement, factor in formation of youth gangs, 229
- organizational models, youth gangs, 12, 33
- orientalism, 148
- Original Gangsters (OGs), 161
- Osgood, D. Wayne, 115
- outreach: Comprehensive Community Model, 61, 64, 68–69; comprehensive programs, 69; effectiveness of, 71; intervention programs, 55
- outreach workers. *See* street workers
- Papachristos, Andrew, 128
- participation by community members. *See* community gang control programs; Comprehensive Community Model (Spergel Model)
- partnerships, in community justice, 194. *See also* collaboration among organizations; collaborative models
- pathological factors, positive youth development, 189–90
- patterns of: community organization, 8–9; urban growth, 6
- Peace Corps-style intervention tactics, 28
- perceived norms vs. real ones, 210
- physical appearance of gang members, 161–62
- planning: community gang control programs, 13; for program implementation, 67
- pluralistic ignorance, 210
- polarization, 210
- police: community policing movement, 34; federal gangbuster's bill, 41; future of, 41–42; presence in hybrid models, 40–41; public distrust of, 41, 213; relationships with street workers and gang members, 135–42; role in decline in Chicago homicide rates, 86–87, 88–91; role in decline of Chicago homicide rates, 78. *See also* criminology, norms and narratives; law enforcement; prosecuting gang crimes
- police, gang suppression tactics: anti-loitering laws, 33; “articles of the trade” prohibitions, 33; civil gang injunctions, 33; curfews, 33; effectiveness, 33–34; effectiveness of, 53; exclusionary zones, 32; gang-specific legislation, 32–33; hot-spot policing, 31–32; mass roundups, 32; mini-RICO prosecutions, 33; restraining orders, 33; saturation patrols, 32; special prosecutorial units, 32; STEP (Street Terrorism and Enforcement Prevention Act of 1993), 32; sweeps, 32, 34; vertical prosecution, 32. *See also* entries at suppression programs
- police gang units: birth of, 29–30, 31; community gang control programs, 232; in decline of Chicago homicide rates, 90–91; public distrust of, 41, 213
- population displacement (Chicago): causes of, 97–98; effects on homicide rates, 97–100; outcomes of, 98–100

- positive behavior, factors encouraging, 187
- positive youth development (PYD). *See* PYD (positive youth development)
- poverty theory, 121
- presumption of sameness, 143
- prevention, intervention, suppression continuum, 72
- prevention programs: Chicano gangs (*see* Chicano gangs, prevention programs); community-based (*see* community gang control programs; Comprehensive Community Model [Spergel Model]; street workers); gang violence (*see* violence prevention programs); multiple marginality (*see* multiple marginality, prevention programs)
- prevention programs, effectiveness of: GREAT (Gang Resistance Education and Training Program), 54–55; Montreal Preventive Treatment Program, 54; preventing youth from joining, 54; rated effective, 53
- prison population, U.S., 86. *See also* incarceration
- Pro Force Bike Patrol program, 168
- probation controls, enforcing, 57
- problem analysis approach, 58
- problematic nature of gangs, 128–29
- problem-solving approach, 37–42, 72
- program effectiveness. *See* evaluating effectiveness
- program services vs. program structures, 53
- programmatic evidence, in decline of Chicago homicide rates, 94–96
- programs without theoretical basis, 114–18
- prosecuting gang crimes: in decline of Chicago homicide rates, 91–92; mini-RICO prosecutions, 33; RICO prosecutions, 43; special prosecutorial units, 32; vertical prosecution, 32. *See also* law enforcement; legislation; police
- protocols for evaluating program effectiveness, 52
- PSN (Project Safe Neighborhoods): in decline of Chicago homicide rates, 78, 91–92; evaluation of effectiveness, 183–84; gun violence advertising campaign, 92; origin of, 38
- psychometric tests, 129
- psychosocial moratorium, 156, 160
- puberty, 162
- “pulling levers” strategy, 38, 39, 233
- PYD (positive youth development): caring/compassion, 187; character, 187; common concepts, 187; community gang control programs, 231–32; competence, 187; confidence, 187; drug abuse issues, 189–91; emotional problems, 189–91; factors that encourage positive behavior, 187; five Cs, 187; improving the Comprehensive Community Model, 186–92; medical model treatments, 189–91; mental health problems, 189–91; menu of developmental assets, 187; in multiple contexts and environments, 188; nonpathological factors, 189; pathological factors, 189–90; strengths and assets vs. deficits and problems, 188; thriving, 187; through positive relationships, 188
- reciprocated exchange, 132–34
- referent informational influence, 210–11
- reliability, 129–30, 142–43

- relocating violent offenders, in decline  
of Chicago homicide rates, 78
- Reno, Janet, 38
- replicating programs, effectiveness of, 244
- research independence, evaluating  
program effectiveness, 242
- research integrity: comparative research  
designs, 142; data interpretation, 130; designs and culture, 142–44; details of execution, 130; evaluation problems, sources of, 130; independence of measures, 144–45; integrity, definition, 145; legitimating disciplines and programs, 144–45; measurements influencing outcomes, 129; presumption of sameness, 143; reliability, 129–30, 142–43; romanticizing the gangs, 143, 148; tests, sociometric or psychometric, 129; uncertainty principle, 129, 145; validity, 129–30, 142–43. *See also* evaluating effectiveness
- research on gangs, x–xi, 15–17. *See also* specific research
- restorative justice movement, 136, 147, 212–13
- restraining orders, 33
- retaliation, cause of disputes, 131
- review procedures, evaluating program effectiveness, 52–54
- RICO prosecutions, 43. *See also* mini-RICO prosecutions
- risk factors, identifying, 72
- risky shift, 210
- Rivers, Eugene, 30
- romanticizing the gangs, 143, 148
- SACSI (Strategic Approaches to Community Safety Initiative), 183
- Sampson, Robert, 132
- saturation patrols, 32
- Schwarzenegger, Arnold, 170
- scope of the gang problem, 223–25
- selecting program activities, 68
- selective incarceration, 57
- self control theory, 115–16
- self-help efforts. *See* community gang control programs; Comprehensive Community Model (Spergel Model)
- Shaw, Clifford, 26, 111, 230
- shooting rates, redefinition of, in decline of Chicago homicide rates, 102
- shootings. *See* gun violence
- Short, Jim, 42, 148
- skill streaming, 56
- Skogan, Wes, 43
- slum clearance, effects of (Chicago), 11–12
- social capital: among youth gangs, 132–34; bonding, 146; bridging, 146; community gang control programs, 228–29; definition, 146
- social dimension of gangs, 160
- social disorganization, factor in formation of youth gangs, 225–26
- social disorganization theory, 111–12, 121, 185
- social intervention, 36, 60, 237
- social learning theory, 116–18
- social norming, 212
- social planning vs. locality development approaches, 19
- social research on communities, history of, 6–7
- social survey approach, the Chicago School, 6, 18
- social work, history of, 5–9
- socialization into gangs, 160–64
- sociology, history of, 5–9

- sociometric tests, 129
- special prosecutorial units, 32
- specialized gang units. *See* police gang units
- Spergel, Arnot, 246
- Spergel, Irving A.: a balanced model, 206–207; on community organization, 9; creating a model gang response program, 119–21; poverty theory, 121; social disorganization theory, 121; theories of gang emergence, 121
- Spergel Model. *See* Comprehensive Community Model (Spergel Model)
- stakeholders, community justice, 194–95
- statistics on crime: CompStat program, 89, 103; decline of Chicago homicide rates, 96; to direct police activity, 89 (*see also* CompStat program); DOC (Deployment Operations Center) meetings, 89
- status anxiety, 210
- status management, 130–31
- status threats, 130–31
- steering committees: Comprehensive Community Model, 62; convening, 66; sustaining, 68
- STEP (Street Terrorism and Enforcement Prevention Act of 1993), 32
- Strategic Approach to Community Safety Initiative, 37
- Strategic Approaches to Community Safety Initiative (SACSI), 183
- Strategic Planning Tool, 71–72
- Street Corner Society*, 18
- street ethnography, 157
- Street Gang Patterns and Policies*, 130
- street workers: CAP (Chicago Area Project), 11, 26; Chicago CeaseFire program, 30; community gang control programs, 230–31, 237; effects on lethal violence, 31; evaluation of effectiveness, 27–28; and gang disputes, 131; and gang status, 28, 42; and gang violence, 27–28; history of, 26–31; importance of, 244; increasing gang cohesion, 131; protecting, 238; relationships with gang members and police, 135–42; role in dispute resolution, 131–32; shift toward professionalism, 27. *See also* intervention programs
- street workers, violence interrupters: Chicago CeaseFire program, 30; community gang-control programs, 233–34; comprehensive programs, 69
- strengths and assets, positive youth development, 188
- success criteria, program effectiveness, 109
- success factors, Comprehensive Community Model, 65–66
- Sullivan, Mercer, 141
- support for criminality, 213
- suppression programs, community gang control, 232–35, 238. *See also* Comprehensive Community Model (Spergel Model); police, gang suppression tactics
- suppression programs: altering traffic flow, 57; anti-loitering statutes, 57; arresting gang leaders, 57; Boston Ceasefire project, 58–59; CAPS (Chicago Alternative Policing Strategy), 57; community notification meetings, 58; community policing, 57; curfews, 57; enforcing probation controls, 57; gang sweeps, 57;

- suppression programs (*continued*)  
Gangster Disciples (Chicago), 58; gun violation crackdowns, 57; Operation Hammer, 57; Operation Hardcore, 57; problem analysis approach, 58; rated effective, 53, 57; selective incarceration, 57; summary of effectiveness, 58–59; TARGET (Tri-Agency Resource Gang Enforcement Team), 57; targeted suppression, 57; targeting habitual offenders, 57; traffic checkpoints, 57; truancy enforcement, 57; war on gangs, 56–57; zero tolerance roundups, 58
- sustaining the program, 68
- Sutherland, Edwin, 116
- Suttles, Gerald, 8
- sweeps, 32, 34
- TARGET (Tri-Agency Resource Gang Enforcement Team), 57
- targeted suppression, 57
- targeting habitual offenders, 57
- tecatos* (addicts), 157
- techniques of neutralization, 213
- Teen Post program, 167
- tests, sociometric or psychometric, 129
- theories of gang emergence, 121
- theory, integrating with evaluation. *See* integrating theory and evaluation
- theory-based programs without evaluation, 111–14
- Thomes, Bill, 30
- Thrasher, Frederick: opportunities for young people, 9–19; research, role of, 15; study of Chicago gangs, x, 7, 18
- thriving, positive youth development, 187
- tolerance of deviation, 213
- toughness, image of, 163
- traffic checkpoints, 57
- traffic flow, altering, 57
- truancy enforcement, 57
- Two Six gang, 61, 63
- U.S. cities, trends in homicide rates, 78. *See also* homicide rates, United States
- uncertainty principle, 129, 145
- urban development, effect on neighborhoods (Chicago), 11–12
- urban growth, factor in formation of youth gangs, 225
- validity, 129–30, 142–43
- values: community, 7; gangs, 159
- Venkatesh, Sudhir, 14
- vertical prosecution, 32
- veteranos* (veterans), 161
- Vice Lords, 28–29, 42
- violence, gang related: rates, vs. non-gang violence, 177; street workers, effects of, 31. *See also* gun violence; entries at homicide rates
- violence interrupters: Chicago Cease-Fire program, 30; community gang-control programs, 233–34; comprehensive programs, 69. *See also* street workers
- violence prevention programs: CPVP (Chicago Project for Violence Prevention), 69, 184; in decline of Chicago homicide rates, 93–97; GVRP (Gang Violence Reduction Project), 61–64, 93; NAGV (Neigh-

- borhoods Against Gang Violence), 62; Operation Ceasefire (Boston), 37–39, 39, 182–84; PSN (Project Safe Neighborhoods), 183–84; PSN advertising campaign, 92; “pulling levers” strategy, 38, 39; SACSI (Strategic Approaches to Community Safety Initiative), 183. *See also* Chicago CeaseFire program; Operation Ceasefire (Boston)
- violent crime vs. gain-motivated, 121
- violent offenses, reducing, 64
- war on gangs, 56–57
- Weiss, Carol, 16–17
- white gangs, 27
- Whyte, William F., 18
- Winfree, Tom, 115
- work (employment), effects of de-industrialization, 27. *See also* opportunities for young people
- working groups, 38
- young people: attraction of gangs, 7; relationship to communities and youth gangs, 7–9
- young people, opportunities for: CAP (Chicago Area Project), 11; community gang-control programs, 9–10; de-industrialization, effect on employment, 27; differential opportunity theory, 14–15; Spergel Model, 36; Thrasher, Frederick, 9–19
- youth. *See* young people
- youth gang members: appearance, 161–62; attire, 161–62; average period of involvement, 177; dress code, 161–62; economic benefits of gangs, 12; environment compari- sons, 158–59; gang and non-gang associations, 162, 226–27; gang families vs. non-gang, 159; leaving a gang, 27, 160; member profiles, 156; vs. other young offenders, 177; relationships with street workers and police, 135–42. *See also* Chicano gangs
- youth gangs: African American, 27; attraction to young people, 7; cohesion, effects of street workers, 131; collective efficacy, 131–32, 132–34; conflict gangs, 120; criminal activity, legal definition, 41; definition, 41, 127; drug trafficking, 12, 224; dynamics, 211–12; ethnic make up, 27 (*see also* Chicano gangs); Eurogang consensus definition, 127; formation, underlying causes of, 7; gain-motivated crime, 121; gang dynamics, and law enforcement, 216–17; Hispanic, 27; history of (Chicago), ix–xi, 12; leaving, 27, 160; organizational models, 12; organizational styles, 33; problematic nature of, 128–29; promoting effective relationships, 132; relationship to community and young people, 7–9; as resistance organizations, 227; scope of the problem, 223–24; status management, 130–31; status threats, 130–31; street workers, and gang status, 28, 42; theories of gang emergence, 121; violence, and street workers, 27–28, 31; violent crime, 121; white, 27. *See also* juvenile delinquency; *specific gangs*
- youth gangs, contributing factors: conflicting value orientations, 7;

- youth gangs (*continued*)  
intra-neighborhood dynamics, 8;  
organization of social space, 8;  
societal failures, 7; weakened social  
control, 7  
youth services, 61
- youth social development, 230–32  
zero tolerance roundups, 58  
Zimring, Franklin, 146  
zones of transition, 6–7  
Zorbaugh, Harvey, 18











