

HOMEBOY INDUSTRIES-LOS ANGELES COUNTY GANG  
INTERVENTION AND RE-ENTRY PROGRAM  
SECOND QUARTER REPORT

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In September 2010, Homeboy Industries initiated the design, organization and implementation of the Homeboy Industries (HBI) – Los Angeles County (COUNTY) Gang Intervention and Re-Entry Program. This effort, funded by the Los Angeles County Board of Supervisors and Chief Executive Officer, provides services to a target population consisting of youth and emerging adults between the ages of 14-30 at high risk for involvement in violent, gang-related crime and/or at high risk for re-incarceration upon release from jail and/or prison. The following report adds data for the period from December 15, 2010 to March 15, 2011 including data from the program inception on September 15, 2010 to March 15, 2011.

The evaluation of program effectiveness of the HBI – LAC Gang Intervention and Re-Entry Program is an important facet of County wide public safety and community building efforts. With this in mind, findings from this program will ultimately be compared with outcomes from two related Los Angeles County Anti-Gang and Re-entry efforts: the Juvenile and Adult Day Reporting Centers and the Los Angeles Countywide Gang Reduction Initiative.

The report will depict the services provided by each HBI Department during this second quarter of funding. This account will be accompanied by graphs portraying clients served in the following HBI Departments: Case Management, Curriculum and Training, Job Development, Legal Services, Mental Health, and Tattoo Removal. Additionally, there will be extensive discussion of the characteristics and progress of the HBI-COUNTY Trainee Cohort. Finally, the development of work on comparative measures will be detailed. The second quarter findings similar to the first quarter findings remain preliminary. However,

they indicate that Homeboy Industries exhibits ongoing progress in serving at-risk youth and young adults through their gang intervention and re-entry programs.

The following are major findings that have emerged during the second quarter of HBI-COUNTY Gang Intervention and Re-Entry Program implementation:

- The majority of youth interviewed indicated that HB was a site they perceived as dedicated to their needs and tailored to meet their personal requirements.
- The HB businesses (bakery, café, farmers market) serve as an important job training and placement site, providing work readiness training as well as job experience and opportunity for promotion.
- Youth and emerging adults present themselves in needs of multiple services: tattoo removal, job training and mental health services. Often, after requesting and receiving one set of services, youth behaviors indicate that these serve as a portal to receiving other services at HB, efficiently treating the needs of this population at one site.
- There is extensive, ongoing utilization of tattoo removal and legal services at HBI that are most clearly linked with individuals pursuing full-time employment.
- The HBI-COUNTY program continues to stem the tide of re-incarceration: after two quarters, there had only been three arrests in the HBI-COUNTY trainee cohort.

## **Program Overview**

Located in central Los Angeles, adjacent to Chinatown, Homeboy Industries offers a range of programs and services to assist diverse clients who are at risk, gang associated or gang affiliated, in redirecting their lives, gaining economic independence and successfully re-entering mainstream society. The target population of the HBI-COUNTY Gang Intervention and Re-entry Program is comprised of three major groups of males and females between the ages of 14-30:

- (1) Self-referred participants
- (2) County referred probationers
- (3) Any individual at risk for removal from the community or return to the County camps, halls, or jails.

At the start of this initiative it was determined that drawing upon these three groups, a cohort of 20 individuals would be screened and selected for employment as Homeboy Industries trainees in the HBI Job Readiness and Job Placement Service Program. Once the HBI-COUNTY Gang Intervention and Re-entry Program was implemented, it immediately became apparent that the demand for enrollment in the HBI Job Readiness and Job Placement Service Program far outstripped the available positions. When presented with this information following the first quarter report, on January 2011, the Los Angeles County CEO determined that the HBI-County Trainee Cohort be expanded to offer positions for 30 individuals. These individuals are referred to throughout this report as the HBI-COUNTY Trainee Cohort. As individuals exit the Cohort to enter full-time employment, they are

replaced by new trainees, enabling Homeboy to maintain the number of individuals enrolled in the Trainee Cohort at a constant sample size of thirty.

The HBI-COUNTY program is designed to prepare participants for re-entry into the community with the ultimate goal of reducing rates of arrest and re-incarceration. The individuals served in this program have faced both great adversity in their communities, within their families, and individually. Additionally, the majority of these individuals have been either a victim of violence or a witness to violence in the community or in the home. Drug abuse and addiction are prevalent, and the greater part of the HBI-COUNTY Trainee Cohort suffers from post-traumatic stress disorder and depression, characterized by tension, anxiety and hyper-vigilance. As one young man explained during a research interview:

Violence has been around us all the time. We think it's normal. But deep inside, we all want peace and quiet. Our bodies want peace and quiet. Sometimes I think I am never gonna get to just relax. Sometimes I wonder what it would be like not to be afraid. But most of the time I am scared – I feel like I always gotta watch out – be ready for what's gonna happen next. I am always on look-out.

According to qualitative interviews and intake assessment, the majority of clients who arrive at Homeboy Industries are seeking an alternative to gang life. Many have learned about Homeboy Industries while in detention, often from Father Greg himself, who performs weekend mass in detention facilities or from Homeboy peer counselors conducting outreach in these facilities. Another critical group of individuals indicated that they had heard about Homeboy Industries through word

of mouth, explaining they learned of the program “from a friend” or family. “I learned about Homeboy from my cousin,” one young woman explained, “They helped her.” Another young woman reported:

“My mom went there a long time ago, when they were still on First Street. She didn’t make it in the program – she’s a drug addict and she *still* uses. But I always remembered they tried to help her. I met Father Greg when she was there – I was just a little kid. Then he came to camp and did a Mass and gave me his card. And when I got out of camp, I came for help.”

All HBI-COUNTY Program client service delivery is coordinated through the HBI gatekeeper service: case management. The Case Management Department determines which individuals should receive specific services and which qualify for the HBI-COUNTY Trainee Cohort. Each of the 30 individuals screened, selected and enrolled in the HBI-COUNTY Trainee Cohort is assigned a case manager who conducts a needs assessment and then connects the trainee to appropriate programs and services at Homeboy Industries that are documented and updated in a special HBI-COUNTY file with goals, benchmarks and timelines. Throughout each trainee’s stay at Homeboy Industries, the case manager remains a central figure in their development.

Trainees express extremely positive responses to their case managers. “It’s good to have one guy to check in with,” one young man volunteered while another man in his early twenties explained that he checked in with his case manager every day. A young woman offered a more detailed account of what her case manager did for her:

I almost feel like my case manager is like an auntie or someone taking care of me. She checks on me even if I don't have an appointment. She wants to know how I am doing at work at the café or if I am going to see my therapist. We talk about when I am going to get a drivers license and work on my goals. I feel lucky she is there.

While every case management client file differs because it is tailored to individual client needs, the "Service Delivery Protocol" of possible programs and services available at Homeboy Industries include the following:

- (1) Mental Health Education and Treatment Assistance Services
- (2) Curriculum and Training Services
- (3) Tattoo Removal
- (4) Legal Services
- (5) Job Training
- (6) Employment Services.

The following section describes each of these services and contains graphs to demonstrate HBI-COUNTY client utilization of these services.<sup>1</sup> The services are used to the greatest extent by individuals enrolled in the HBI-COUNTY Trainee cohort. However, as the HBI-COUNTY program has unfolded there has been a heavy increase in service utilization, particularly during this second quarter of program existence. Numbers of clients using services in every department has increased from the first to second quarter.

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<sup>1</sup> These are the clients who are *not* included in the HBI-COUNTY Trainee Cohort.

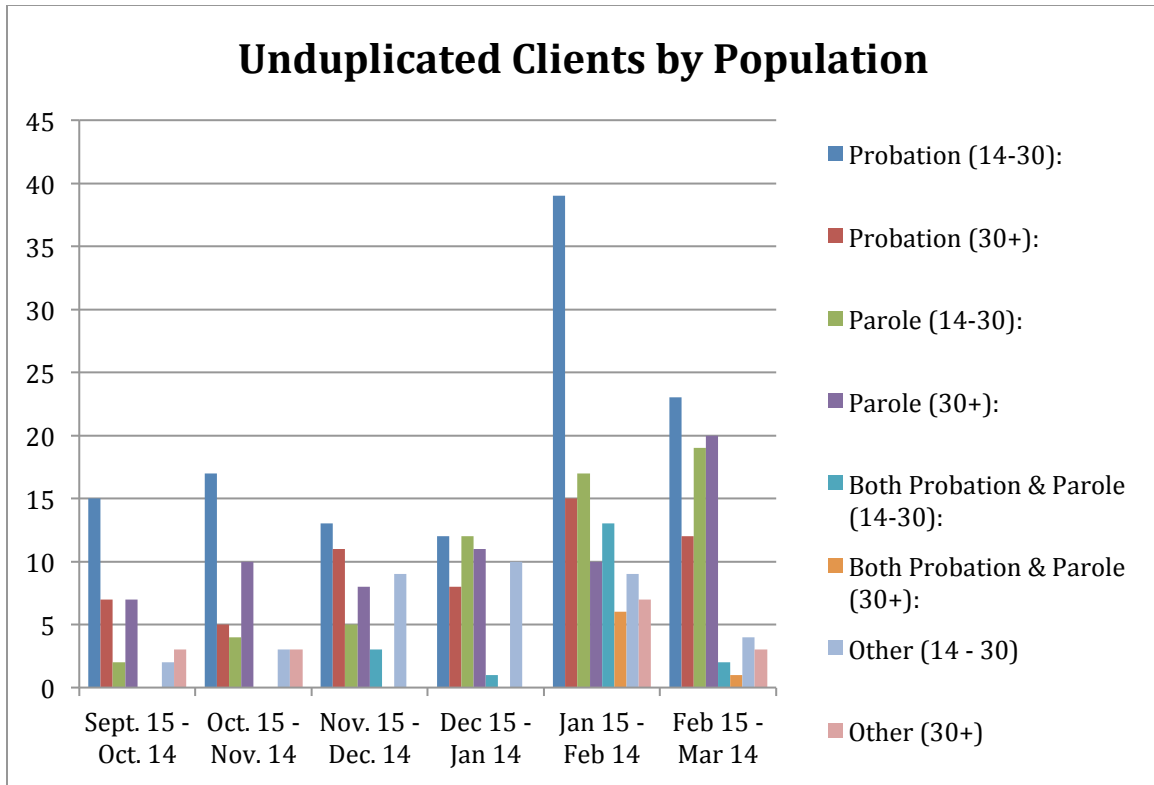
## **Mental Health Education and Treatment Assistance Services**

The HBI-COUNTY Program provides a full range of mental health services. Licensed Clinical Social Workers, Marriage and Family Therapists, and a psychiatrist offer individual and group therapeutic sessions for both short-term crisis intervention and more long-term counseling. The psychiatrist is available for medication consults for individuals who either need or have been prescribed anti-depressants and psychotropic medication.

Very few individuals present at Homeboy Industries requesting mental health services. This can be explained by the stigma associated with using therapy, particularly among African-American and Latino males. Young female gang members and young women who are gang associated are much more likely to seek mental health services or to insist that their husband, boyfriend or “baby daddy” participate in counseling. However, both males and females ultimately seek services at Homeboy Industries.

Utilization of these services by Unduplicated Clients is portrayed in Figure 1. The figure also contains utilization of services through March 15, 2011 to indicate the trend of utilization. It is important to note that the decrease in use of services following the first quarter from December 15 2010, through January 15, 2011 can be attributed to the cessation of services during the holiday season. Homeboy Industries was closed from December 22, 2010 through January 4, 2011. Aside from this interruption, the use of mental health services was quite robust.



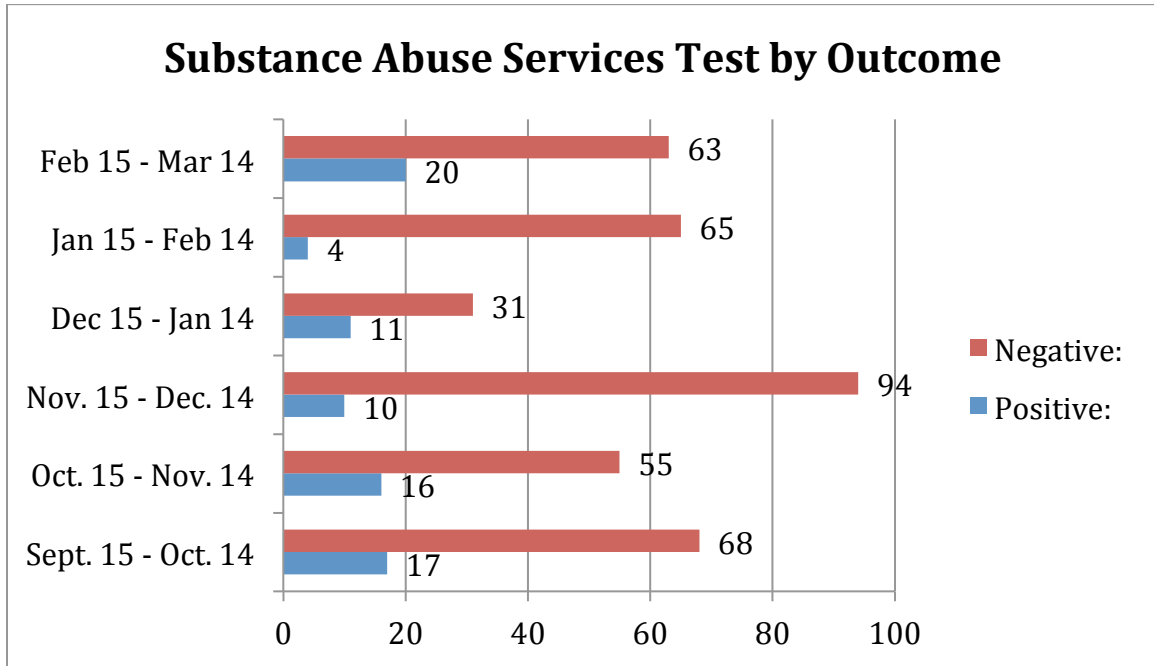


**Figure 1. Unduplicated HBI-COUNTY Clients by Population**

As can be easily seen, HBI typically served a great number of probation ‘youth’ ages 14-30 than any other population. There was also a “bump” in their numbers immediately following the holiday season. HBI Mental Health services also appear to be treating a growing number of individuals on parole over the past several months.

Along with individual, couples and family therapy, counselors dedicated to substance abuse and domestic violence issues are also on staff to provide support to clients. HBI provides an *out-patient* substance abuse program. Clients in need of more intense services are referred to local *in-patient* residential drug and alcohol treatment centers. Because substance abuse is a severe and ongoing problem for individuals attempting to rejoin their families and re-enter the community after

gang involvement and/or incarceration, HBI enforces a “Zero-Tolerance” Policy towards drug use. Random drug testing is conducted on a twice-weekly basis. The results of random drug testing from the onset of the HBI-COUNTY Program are depicted in Figure 2.



**Figure 2. Substance Abuse Services Test by Outcome**

As the bar graph illustrates, the proportion of individuals testing positive for drug use remains smaller when compared to those testing negative; this finding remains fairly consistent over time. There was a slight change in this picture over the holiday season (12/15-1/14) but this may be due to a number of issues including fewer people being available random testing. It is also apparent that there has been an increase in negative drug test results during the final month of the second quarter: this trend will be tracked carefully in the final report.

The mental health needs of HBI-COUNTY clients continue to be both wide-ranging and cross-generational. Most clients report that there have been “mental health issues” or “psych problems” in their families. One client half-joked, “I come from a normal, dysfunctional family.” The majority of individuals who compose the HBI-LAC trainee cohort sought out mental health services, with most individuals stating that they experienced chronic depression and symptoms associated with Post-Traumatic Stress Disorder. Two case vignettes represent the challenges HBI-COUNTY clients confront as they are engaged in the process of receiving mental health services.

### *Success Case*

Richard G.<sup>2</sup> is a 22-year old young man with a history of drug abuse and gang activity. He also represents an exceptional case: he came to Homeboy Industries and requested “some kind of counseling to deal with my anger.” Richard was very explicit that he only wanted some help with mental health issues, he did not require or desire enrollment in the HBI program. He presented with depression, feelings of low self-esteem and attachment issues. “I don’t feel like I’m any good,” he confided one day at the end of a counseling session. Subsequent sessions revealed a history of physical abuse that went unreported. “No one ever talked about getting hit – that’s just how kids were raised when I was growing up.” Richard’s therapist reports that he has successfully developed a “trusting relationship” with her, adding,

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<sup>2</sup> All client names used in this report are pseudonyms with all identifying characteristics removed and altered.

“He has never missed a single session since he started counseling.” His depression has eased without medication and he has begun to focus on issues of self-esteem. The HB therapist is also using Cognitive Behavioral techniques with Richard. She explains, “He has learned to value the positive in himself and when he sees himself beginning to focus on the negative, he will use different techniques to re-focus on the positive.” Richard is progressing rapidly and continues to attend therapy, having recently introduced his girlfriend into certain sessions.

### *Struggling Case*

John M. is a 28-year old male who has recently been released from County Jail. He came to Homeboy in January seeking tattoo removal treatment and mental health services for his rage and depression. John was initially quite enthusiastic about counseling during his first two meetings with his HBI therapist, announcing, “I want to do this every week ‘til I’m better.” He talked at length about the multiple traumas he had experienced during childhood, youth, and while incarcerated. He suffers with severe Post Traumatic Stress Disorder along with depression and is in need of counseling and behavioral techniques to deal with his syndrome of symptoms. However, John often fails to appear for scheduled appointments. When his girlfriend ended their relationship due to ongoing problems with psychological abuse, he quickly requested therapy, establishing a pattern that continues. He makes appointments, cancels then reschedules them – only seeking therapy when a serious situation grows into a crisis. His therapist has reminded him that, “therapy is effective when one is consistent.” Unless John commits to therapy, his prognosis

is extremely negative. His therapist is concerned because he has never dealt with issues of childhood physical and emotional abuse as well as present-day dilemmas surrounding self-esteem and intimacy. “The saddest part,” his therapist acknowledges, “is that this client really opens up when he is in therapy. He just needs to come to sessions more consistently.”

### **Curriculum and Training**

The Homeboy Industries program continues to offer a broad range of educational and training opportunities. Class fall into four major categories:

(1) Life Skills-including financial literacy, public conduct, leadership, public speaking, sex education, parenting

(2) Alternative Education-GED classes, Homeboy Charter High School, computer basics

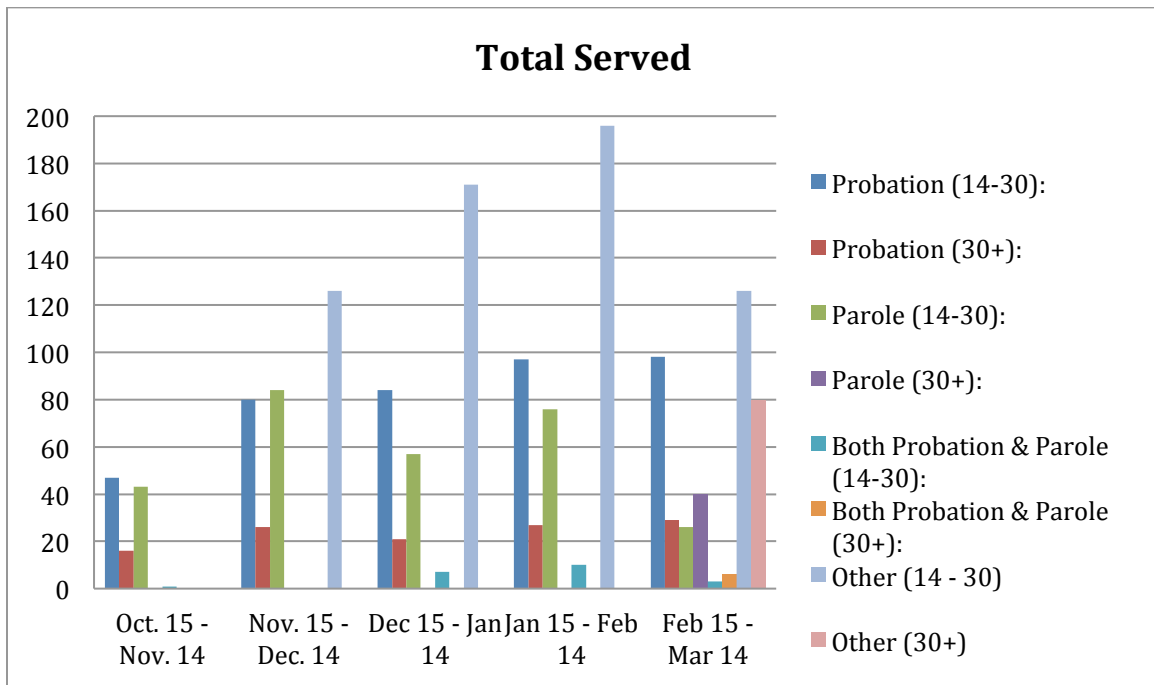
(3) Specialized 12-step programs-Alcoholics Anonymous, Narcotics Anonymous, Criminals and Gang Members Anonymous

(4) Art Programs-including music, writing, painting, drawing

Along with these four major categories, through a partnership with the Los Angeles Unified School District, Homeboy Industries offers training and certification in solar panel installation. Following this model, several classes that HBI offers the Los Angeles County client sample are developed through partnerships with local organizations, including the LAUSD and Pasadena School District, and community-based organizations such as “Peace Over Violence” as well as USC and UCLA. For those clients interested in pursuing studies at institutions of post-secondary

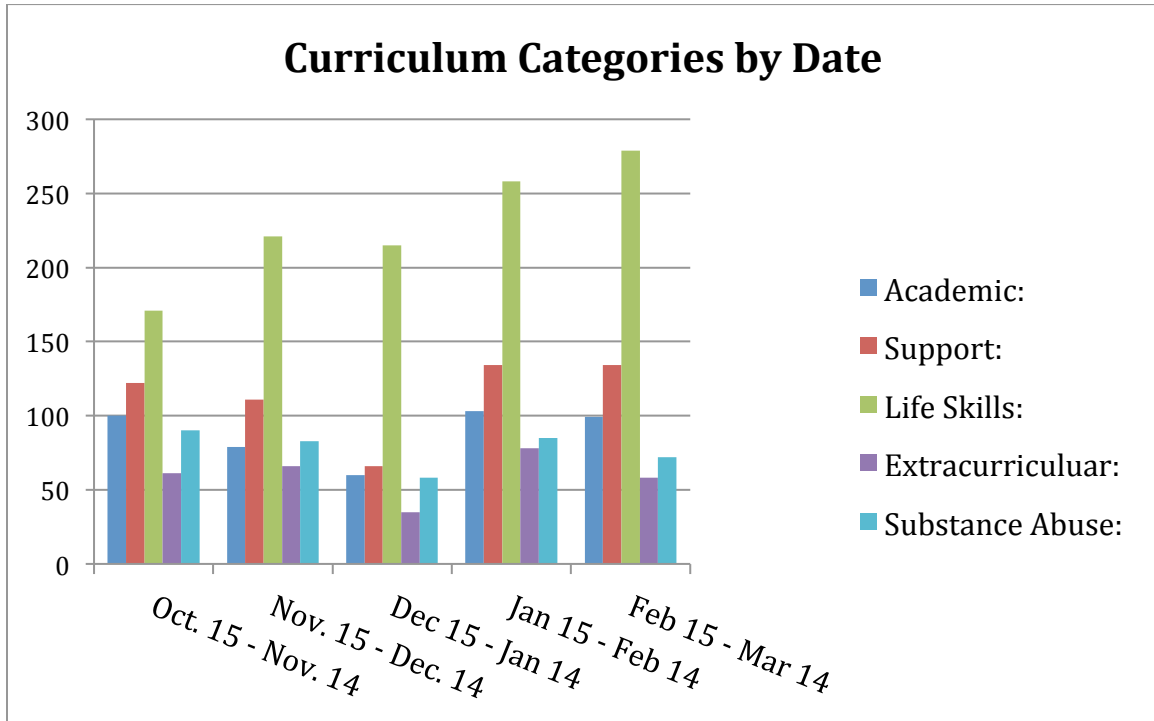
education, including technical colleges offering vocational training, Homeboy Industries assists youth in applying to programs and gives education credit to youth in the program. Several HBI-COUNTY clients have talked openly about the importance of these courses during qualitative interviews saying, “I wish we had more courses like this in camp,” and “I feel like I am finally learning what I need to learn so I can get a job and maybe someday get my own apartment – I never even knew what a checking account was.”

The following figures portray the second quarter reports of utilization of curriculum and training services by HBI-COUNTY Program participants. The individuals who attended classes and educational programs are divided by status in Figure 3.



**Figure 3. HBI-COUNTY Client Curriculum and Training Program**

In turn, Figure 4 further breaks down the different course areas and activities offered by HBI Curriculum and Training, portraying service utilization in each curriculum area by monthly funding period.



**Figure 4. HBI-COUNTY Client Curriculum and Training Program Usage by Date**

HBI provides services to the greatest number of individuals around life skills followed by additional support from mentors who help youth follow-up on lessons learned in the courses. Senior staff and case managers work with HBI-COUNTY Trainees and HBI-COUNTY clients to ensure that they follow-up on financial needs, housing and general life requirements such as acquiring a social security card, a California Identification Card and a California Drivers License.

It is apparent from Figure 4 that Life Skills courses are the most heavily used by the HBI-COUNTY Client population. Their popularity is reinforced by comments made by individuals interviewed. One 19-year-old former gang member remarked:

“I really needed those classes in life skills. It sounds stupid but they started out teaching us things like how to give a strong handshake, how to answer phones, how to make change. I kinda felt embarrassed at first but then I saw, no one knew how to do this – I wasn’t the only one. One of the staff members – Louis – he told me, don’t feel bad homie – we all have to learn. This made me feel better. I am hoping that I am going to meet my first goal – which is to get my drivers license by May.”

Another former gang member – a 20-year-old woman who had completed multiple stays in Los Angeles County Probation Camps observed:

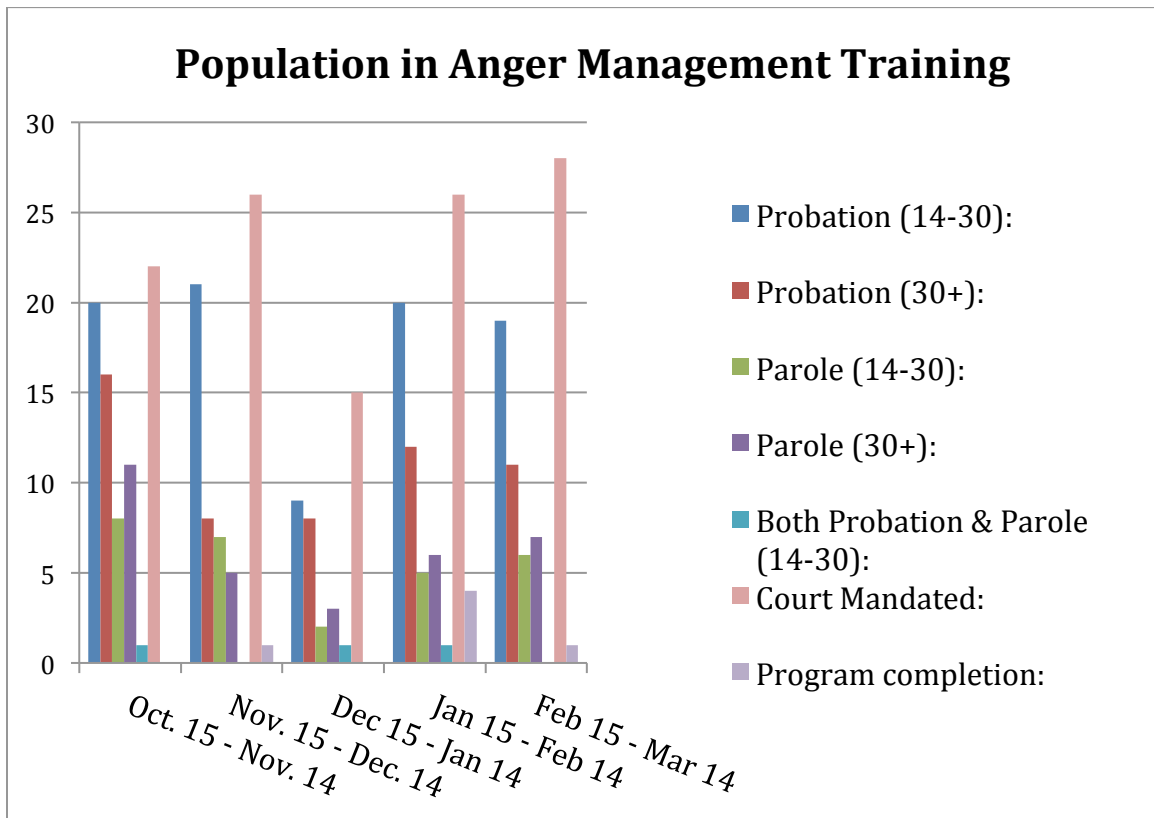
“Because we all came from messed up families no one ever taught us these life skills. These are the things you’re supposed to teach your kids. I wish someone had taught me this all the time I was in camp. I feel like I got a lotta catching up to do. These classes really are helpin’ me.”

The young men and women interviewed, particularly those with extensive time spent in probation camps and halls all agreed on the importance of the Homeboy curriculum offerings. The majority agreed that these courses along with work on obtaining their GED, composed some of the most valuable services they were receiving at Homeboy Industries.

In addition to the life skills courses, HBI data revealed consistent and enthusiastic attendance in Anger Management Training Courses. These classes



were used consistently, particularly by individuals on probation between the ages of 14 and 30. The population categories that enrolled and participated in Anger Management Training classes are portrayed in Figure 5

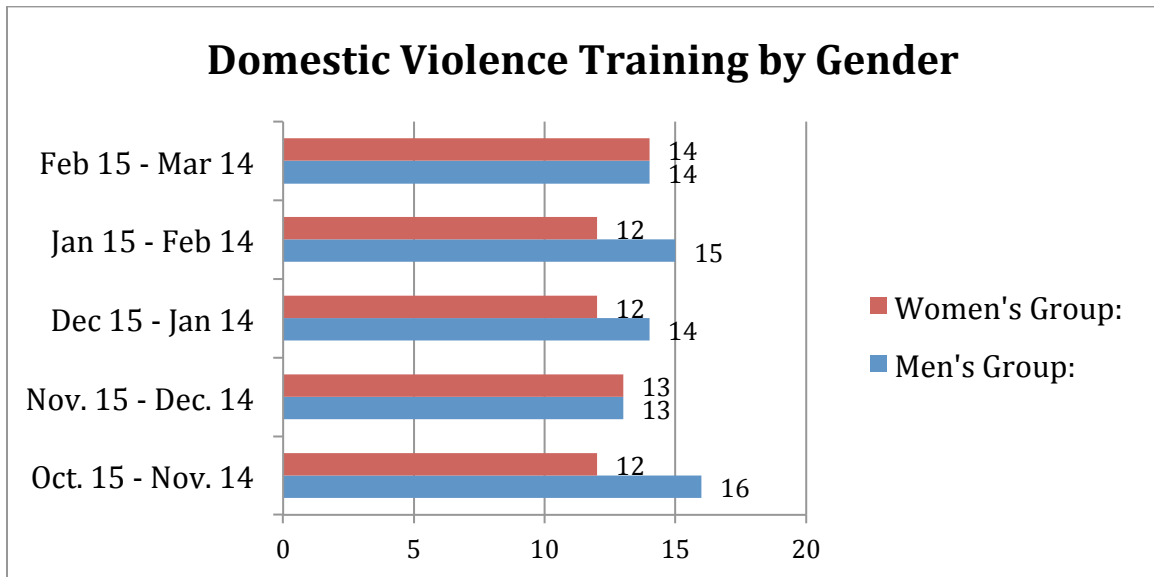


**Figure 5. Anger Management Training by Status**

Several clients who attended anger management courses agreed that the material presented had relevance for his or her every day life. They described how the classes help them deal with family conflict involving “baby mamas” and “my kids” as well as situations that arose that had the potential to explode into violence. One young man who had come directly to Homeboy Industries after discharging from Probation Camp observed:

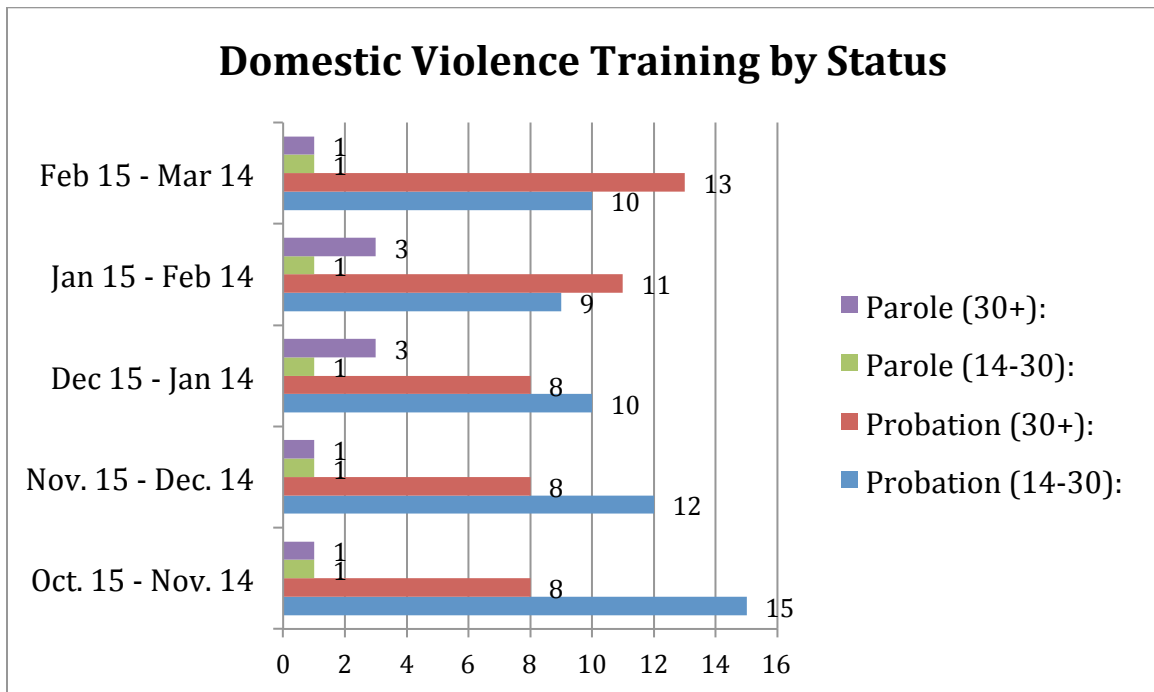
“We all really gotta deal with our anger problems. Everyone at my camp had anger problems. I even think my P.O. had anger problems. We really could have used this class. I know that I come from anger – my mama she was angry and I never knew my daddy – he had so many anger issues – he’s locked up for the rest of his life. That’s why we need to know how to redirect our anger – that’s what they’re teaching us in this class.”

Along with the popularity of anger management training classes, there was an extensive professional curriculum developed to deal with Domestic Violence. Classes were divided by gender into a Women’s Group and a Men’s Group. Participation in these courses is portrayed in Figure 6 and demonstrates high levels of attendance, with both Men’s and Women’s groups starting out with slightly unequal attendance and but then drawing essentially within range of one another.



**Figure 6. Domestic Violence Training by Gender**

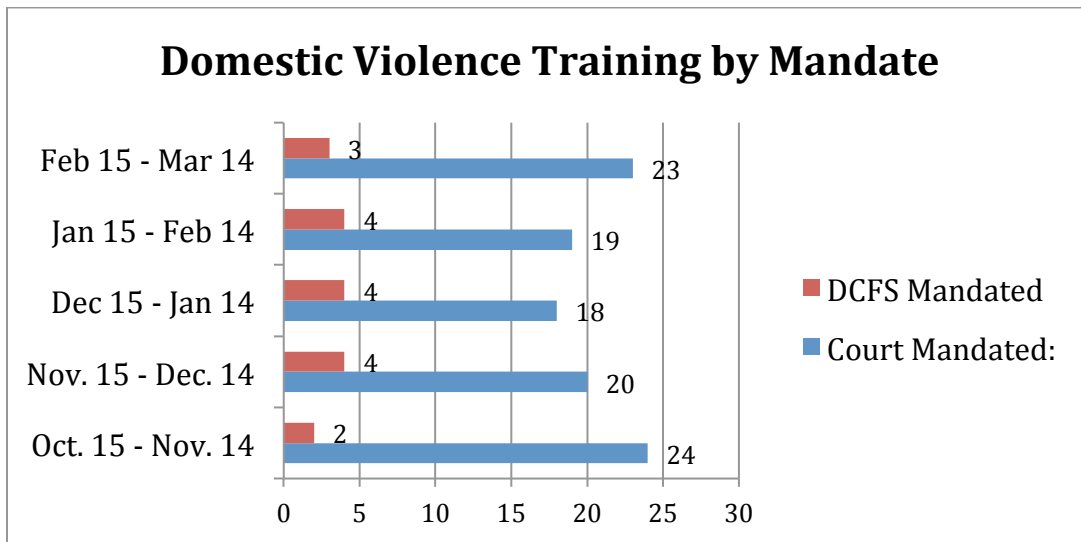
Data was also collected to determine the utilization of Domestic Violence Training by client status. These findings, which combine both males and females, are portrayed in Figure 7. There were several trends noted in course enrollment and participation. Initially, the heaviest utilization occurred among those individuals between the ages of 14 to 30 years “on probation.” But over time, their enrollment in the domestic violence training courses was matched by individuals “on probation” who reported ages of at least 30 years. The number of 30+ individuals on probation, participating in domestic violence training, has steadily increased over the months.



**Figure 7. Domestic Violence Training by HBI-County Client Status**

The evaluation team further analyzed the utilization of domestic training courses by taking another characteristic into account. Because Homeboy Industries is a recognized provider of Domestic Violence Training for court-mandated cases, data was assessed for information on this aspect of the training. Figure 8 depicts the use of Domestic Violence Training, comparing Court mandated and DCFS mandated clients. There is a consistent pattern of higher uses of HBI services by court-mandated clients.

The ability of Homeboy Industries to provide Domestic Violence Training was valued by several individuals in the HBI-County Trainee cohort. They described how “easy it is to go to these classes,” and how “this feels like a bonus with all the other programs.” Other individuals commented that the courses were offered at a “good time” because there were offering in the evenings as well as during the daytime hours.



**Figure 8. Domestic Violence Training by Mandate**

One young woman spoke eloquently about what she had already experienced by attending the domestic violence training courses:

“I never knew it until I started taking these domestic violence classes. I was a victim and I was a perpetrator. I hit my boyfriend – after he hit me. And we both saw domestic violence in our families. I learned so much and someday I want to counsel women who have gone through the same thing as me.”

### **Tattoo Removal**

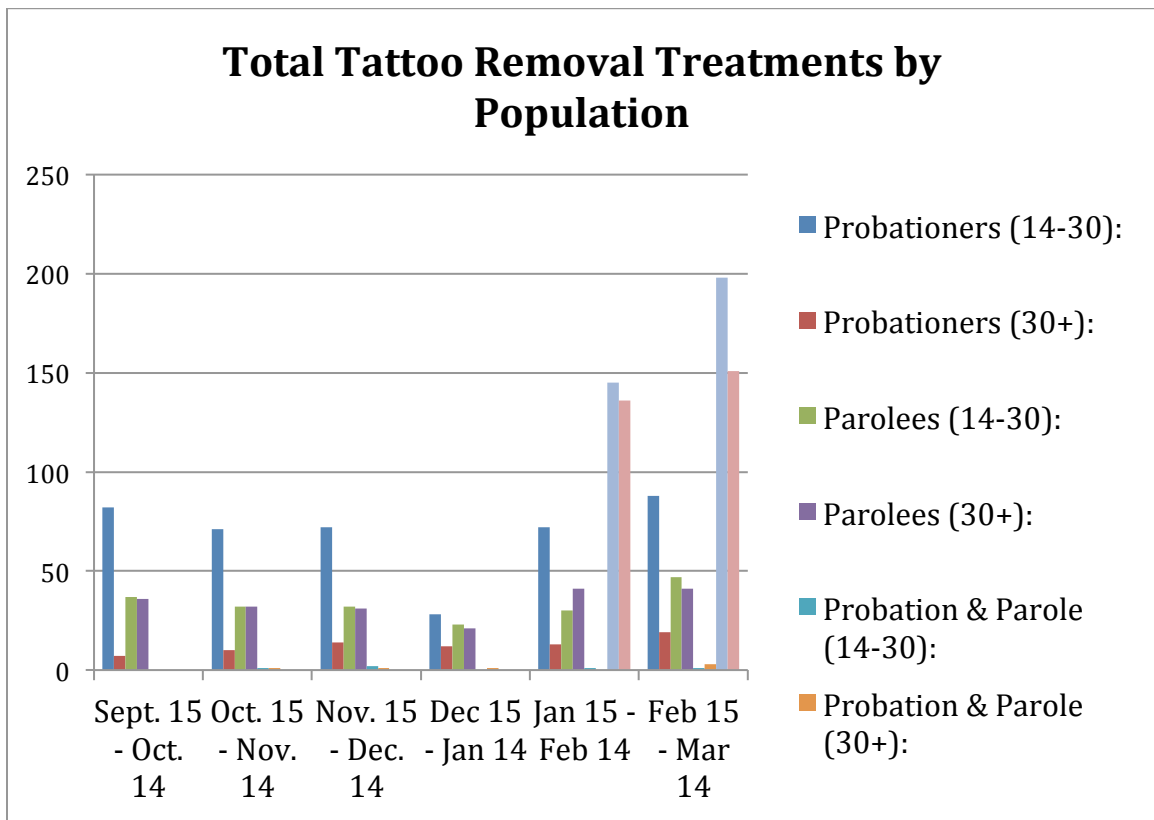
Preliminary findings from interviews with the HBI-COUNTY client sample subjects along with the Trainee Cohort reveal that enrollment in the tattoo removal laser treatment program represents an important step for individuals who are committed to exiting gang life and working to re-enter society. Additionally, clients indicate that this service is critical to them because so many possess visible tattoos that make it difficult for them to obtain secure employment. One client recalled:

“I went for a job interview and all the guy did was stare at my tattoos. He didn’t even look at my face. At the end of the interview he asked me what all the tattoos meant. I had to tell him the truth – and I knew all along that was one job I wouldn’t be getting. He said he’d call me back but I knew he was never gonna call me.”

The individual who commits to multiple treatments for tattoo removal is viewed as ready to “leave the neighborhood [gang]” and change his or her life. “It hurts like hell,” a heavily tattooed young woman man admitted, “but it’s worth it. I feel like I am erasing my past.” Another young man explained:

“I kept saying I was going to leave the neighborhood but I was only talking. I knew as long as I had these tattoos I was connected. Now that I’m getting these off – I feel like I am getting ready for a whole new life. It’s like having a baptism in reverse.”

Figure 9 charts the use of tattoo removal treatments by the HBI-County Program Population.



**Figure 9. Total Tattoo Removal Treatments by HBI-County Population**

These figures represent findings from the both the first and second quarters of the HBI-COUNTY Program. It is critical to note the upsurge in tattoo removal treatments once funding was in place, particularly after HBI was closed for the

holiday season from December 23, 2010 through January 4, 2011. Additionally, MDs providing services in tattoo removal were on vacation for two weeks, including but extending beyond that period until January 7, 2011. Both the closure and the vacation period accounts for the drop in tattoo removal treatment recorded between December 2010 and January 2011. However, after January, there was a tremendous upsurge in treatment utilization by all the populations noted in the graph. In particular, there was heavy use of laser treatments by probationers and other individuals between the ages of 14 and 30 years.

#### *Probation Camp Sessions*

For several years, Los Angeles County Probation Camps have scheduled and utilized tattoo removal services. Usually one hour is set aside for camp clients exclusive use. The back corridor of Homeboy Industries is closed and the HBI security team is put in place to ensure safety, confidentiality and complete security for the duration of the Probation Camp team visit. These safeguards remain in place until all Probation Camp personnel and youth leave the HB premises.

#### *Tattoo Removal Clients*

As stated, preliminary qualitative interview results indicate that individual desire to remove tattoos was strongly linked to obtaining employment and altering personal identity. Several success stories demonstrate the significance of this preliminary finding as the following brief summaries illustrate.

James R is a 26-year old African-American man who was released from jail on February 24, 2011. Currently on parole, he is looking for work and explains that he has signed up for tattoo removal because, "No one is gonna hire me with tattoos." In turn, Carlos B is a 28-year old Latino also on parole. He is currently attending school at Community College in Lancaster, California and studying for his AA in Fire Science. Carlos works on stand-by for emergency wild fires. He is very clear in his motivation, "I feel I am starting a new life. Getting rid of my tattoos is part of that."

Reynaldo M is a 24-year old Latino on probation whose wife was hospitalized with a fatal bacterial infection. She was pregnant with their sixth child and passed away in late February, also ending the life of their unborn child. Reynaldo is now actively looking for work to support their five children and explained, "I need a job so I want my tattoos gone. But I'm really getting rid of these tattoos in memory of my wife. She never liked them."

Children also figure in the desire to pursue tattoo removal treatment. Carolina A is a 23 year old multi-racial woman who is currently on probation. She is the mother of three children who are placed in foster care, but she is participating in a DCFS family reunification program and is determined to be reunited with her children. "I'm getting my tattoos removed," she states, "To set a good example for my children. They mean the world to me."

Tattoo removal is not only limited to adults, at HB youth receive extensive laser removal treatments as well. For example, Gerald R. is a 16-year-old African-American youth on probation who has suffered with a serious addiction to methamphetamine. After completing a drug rehabilitation program, he has now



been “clean and sober” for ten months. “I just want to be on the right path,” he explains, “and tattoo removal is part of that.”

Gustavo K. is another Latino youth who is engaged in ongoing tattoo removal treatments. He is 17 year old and is currently on probation after being released from Probation Camp in November 2010. One day prior to his release from camp, his former girlfriend gave birth to their son but allowed her current boyfriend to sign the baby’s birth certificate as the father. This was a turning point for Gustavo who insisted he wanted to be a father to his child. He sought legal services at HBI, took a paternity test and successfully petitioned the Court for correction to the birth certificate and visitation rights. With Homeboy’s assistance, he is completing high school. Most importantly, he is committed to a course of tattoo removal, explaining, “I had to fight for my daughter. Now I want to get all these tattoos removed for her – we are starting a new life together.”

Wilfredo Z. is a 17-year-old Latino youth currently on probation who is concentrating on finishing his high school education at Homeboy-Learning Works Charter School. He reports that his mother is “fighting cancer and I want to show her that I can do good.” The HBI physician who provides laser treatments has been so impressed by Wilfredo that he has promised him a pair of “dress shoes” for his graduation. In turn, Wilfredo was both so motivated and enthusiastic that he provided the Doctor with his most current report card. “I wanted the doctor to see that I meant it! Every word! He also promises, “I am getting rid of every single one of my tattoos – for myself and for my mom.”

Some youth are not as lucky as Wilfredo and have no family support. Carlos U. is 16 years old and has been abandoned by his family. He is currently residing in placement at the Optimist Boys Home. Despite the difficulties of his life, Carlos insists that he wants to start over. “I’m not doin’ this for my family,” he asserts, “I want to remove my tattoos for myself. Me. That’s who I’m doin’ this for.”

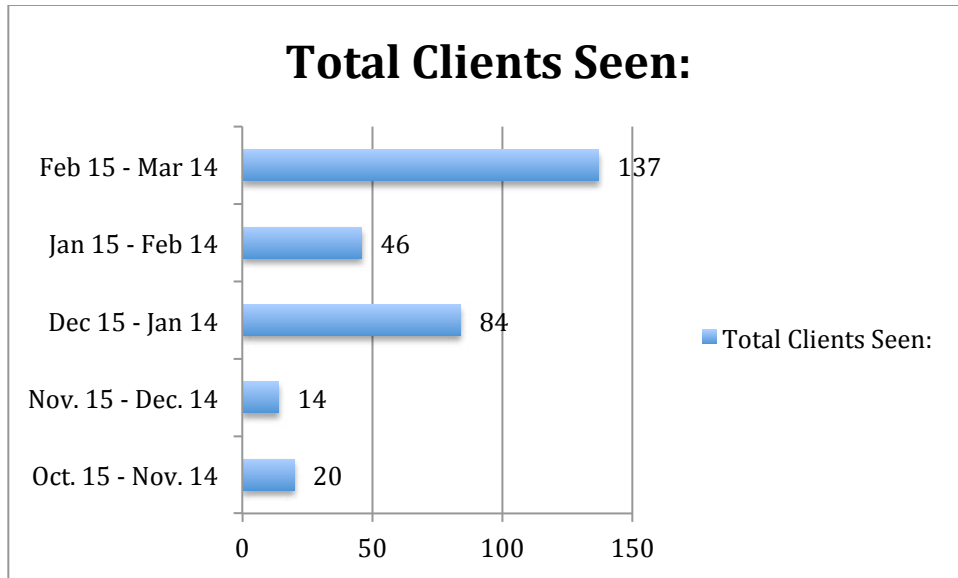
### **Legal Services**

The Legal Services department is central to the HBI-COUNTY Gang Intervention and Re-entry Program. Staffed with one attorney who is assisted by volunteers, this department provides ongoing guidance, support, and referrals for individuals who present with a variety of legal issues, including clearing warrants, expunging records, resolving child custody issues, and mediating immigration status. Additionally, the lead attorney, Eleanor or “Elie” Miller offers assistance and advocacy for HBI-COUNTY clients who present with a broad spectrum of problems.

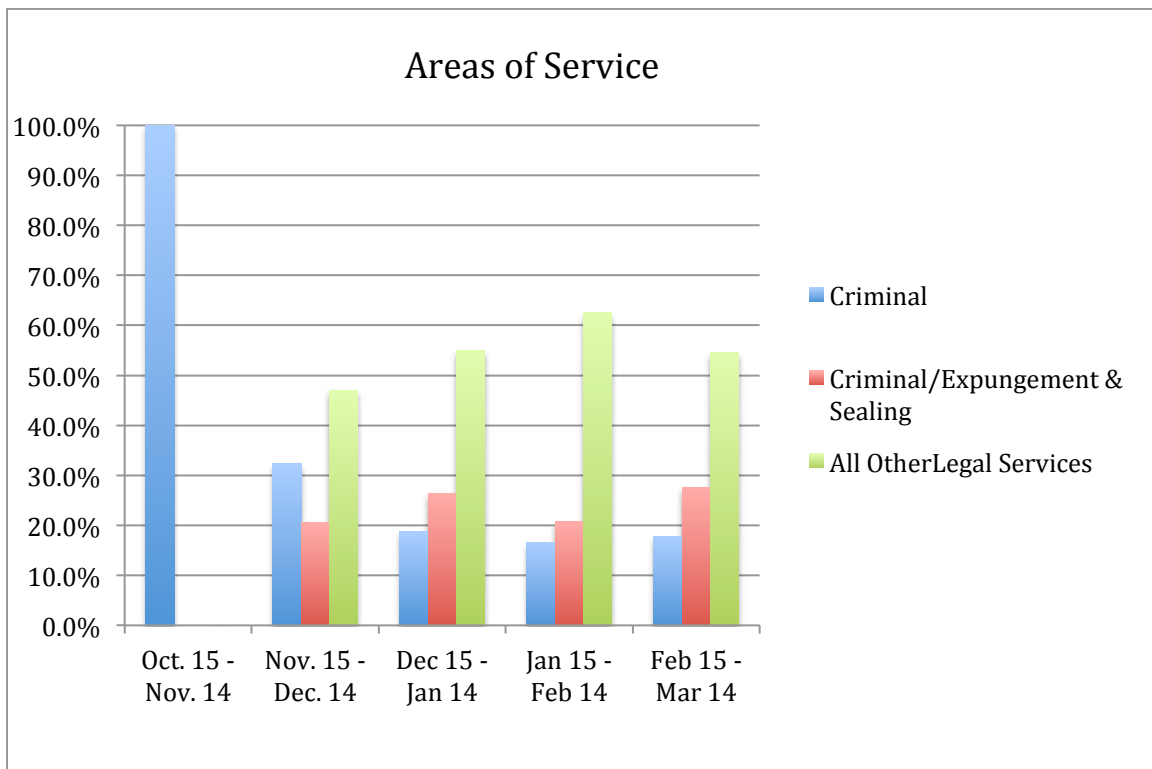
The breadth and depth of legal services clients seek are portrayed in the following figures. Figure 10 demonstrates the usage of criminal legal services by HBI-COUNTY clients the from the intervention and re-entry program onset. In turn, Figure 11 portrays the typology of legal services sought during both the first and second quarter of this program.<sup>3</sup>

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<sup>3</sup> As stated in the previous report, data for the one-month period from 9/15-10/15 is currently not available, allowing for a period of program implementation.



**Figure 10. Criminal Legal Services Utilization by HBI-COUNTY clients.**



**Figure 11. Typology of Legal Services Utilization by HBI-COUNTY clients**

There are visible successes and challenges in providing legal services for the HBI-COUNTY Program clients who stream into the HBI Attorney's office on a daily basis. The case vignettes below are illustrative of the complexity and breadth of the cases presented by individuals who are part of the HBI-COUNTY program.

### *Success Cases*

Legal services can help in the creation and reinforcement of a new identity. Michael is a 28-year-old man who is a single parent to his 9-year-old son. He is unemployed and lives with his parents. "I used to be part of a neighborhood," he begins during the depth interview but quickly insists, "I don't want to gangbang again ever." The mother of his child died several years ago after suffering with chronic drug addiction. After her death, Michael assumed custody of his son and sought legal services at HBI for help filing the necessary paperwork to allow his name to be added to his son's birth certificate, indicating he was the father. Michael had attempted to complete the paperwork on his own, but the court had rejected his efforts as "incorrect." He was intent on being a father but needed assistance. "I want to take responsibility for my son, but I need help." With the assistance of the HBI attorney, he filled out the necessary paperwork, which was accepted by the Court. His name was subsequently added to the birth certificate.

Homeboy Legal Services also provides support and advocacy along with legal information. This was evident in the following case. Lionel is an 18-year-old male on CDCR/DJJ parole after serving time for a robbery conviction. Prior to his incarceration in the Division of Juvenile Justice, he had been detained in two Los

Angeles County probation camps. After being paroled in January, he went to the Department of Motor Vehicles (DMV) to obtain a California Identification card after being hired by the LA Conservation Corps. The Corps had given him a deadline to obtain an ID card or lose his job.

The DMV refused to issue Lionel an ID because someone else used his name, birth certificate and Social Security number to obtain an ID card while he was in custody. The CDCR/DJJ sent a caseworker to accompany Lionel to the DMV in an attempt to sort out the issue, but the caseworker had no success. DMV referred the matter to a special investigator because of the fraud involved, and Lionel went to that office with his mother. That meeting did not go well, as the investigator questioned them both about the possible fraud.

Lionel was referred to Homeboy Legal Services by CDCR/DJJ parole and the case manager. Once Lionel presented his problem to HBI Legal Services, Ms. Miller contacted the DMV Investigator to discuss the case and he carefully described what he needed to do to complete his investigation. The DMV investigator expressed his skepticism as to whether or not Lionel could be trusted, stating, "I don't know if we can really trust this character – or his mother." In responding to his remarks and his concerns, Ms. Miller combined legal information with advocacy, recalling:

"I had to explain Lionel to him – a young man trying to get his life back on track who probably had nothing to do with the other person using his identification and who probably was unwilling to implicate his mother in this matter. In other words, I had to say – in so many words – this is a young man trying to re-enter society in a law-abiding way – he has a job, he wants

to work -- give him a chance. This is all part of successful re-entry – we should all be working on this together.”

After several weeks, the DMV investigator called Elie Miller to inquire about several DMV records that were attributed to Lionel. She called Lionel who obtained his parole records and returned to the HBI Legal Services office. The investigator and the HBI attorney then sorted out the other records. When this process ended, the DMV investigator announced that Lionel could return to the DMV office the following week and obtain his ID card.

### *Struggling Cases*

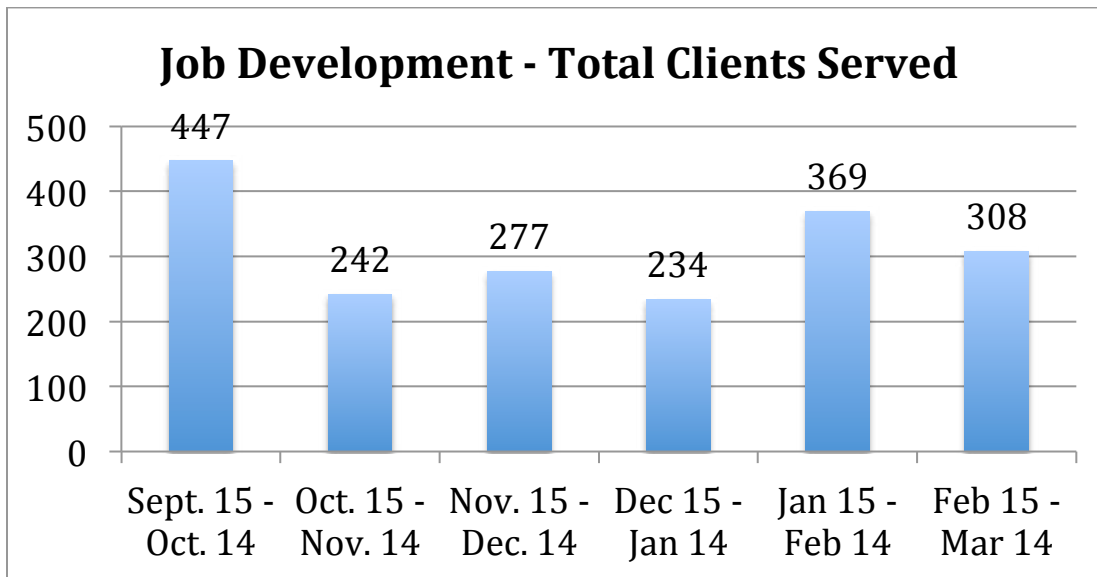
The provision of legal services does not always ensure a positive outcome. Elena is a 22-year-old woman who was born in Mexico but came legally to the United States after obtaining a green card. Initially she planned to attend school to become a nurse. However, over the past year, she has become seriously involved with a young man who is a gang member. Last fall she was arrested and the District Attorney charged both Elena and her boyfriend with possession for sale of several drugs including methamphetamine and ecstasy. As an HBI-COUNTY client, she came to HBI for consultation on her criminal case but quickly learned that a felony conviction for narcotics could not only prevent her from renewing her green card but could also prevent her from getting a nursing license from the state. Elena and her boyfriend requested a jury trial. Once the trial was underway, Elena’s court-appointed counsel informed her that the judge would send her to state prison if she were convicted. Frightened over this potential outcome, she subsequently changed

her plea to no contest and received a three-year granting of formal felony probation. In an evaluation interview she admitted, “I guess I have to suffer the consequences of my choices.”

Even more problematic than Elena are cases that involve a myriad of complicating factors. Eric is a 25-year-old male who, quite simply, embodies the “multi-problem” client who often seeks services at Homeboy Industries after being released from Los Angeles County jail. He presents with a heroin addiction, a gang affiliation and parole supervision. Alongside these obstacles, he arrived at legal services and immediately confessed to recently committing an act that the HBI attorney, Elie Miller, determined constituted a serious felony. To further complicate his presenting problem, Eric possesses a prior conviction for a serious felony that resulted in one strike. Eric asked what kind of time he would potentially be facing for the new offense and was informed of his prospects. Ms. Miller also told him she would assist him if he wished to turn himself in. After more discussion, she checked various databases and discovered that there is no case filed against him at this time. She added, “I also counseled him to stop talking about the incident and advised him of his right to remain silent if he were arrested for and interrogated about the incident.” After this legal consultation, Eric absconded his parole and is homeless after detectives went to his house looking for him. His case remains unresolved. Elie Miller added, “Eric’s case is clearly in the minority – most clients who come for legal services are committed to solving their problems – even if it means serving time.”

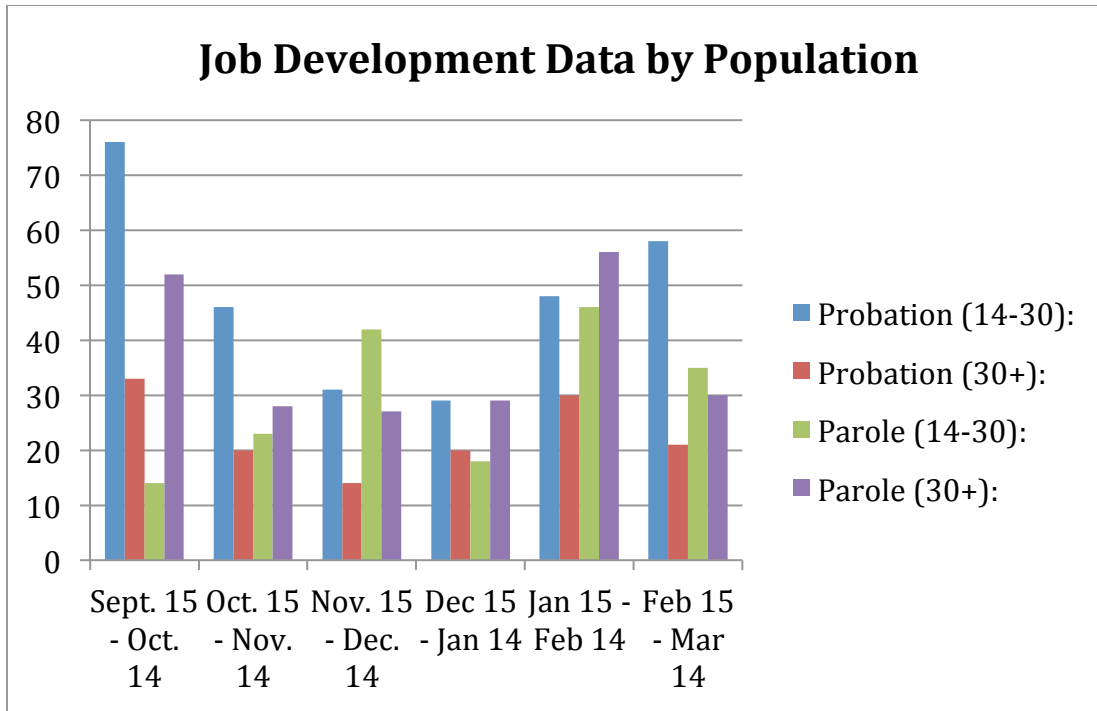
## Employment Services

In the current economy, employment placement is a challenging task and a major focus of Homeboy Industries efforts. HBI employment counselors, known as “job developers,” work full time to assist HBI-COUNTY clients with job placement. They also collaborate with HBI-COUNTY clients to develop resumes, improve interview skills, and find appropriate “job-person” matches. The Job Developers maintain a database of job openings along with client qualifications and skills and draw upon this information to support employment matches. In an effort to increase entries in the job database, Job Developers seek out employers, explaining the challenges and benefits of hiring Homeboy clients to them. The following chart contained in Figure 12 demonstrates the usage of job development services by HBI-COUNTY clients from the onset of grant funding. Along with this, Figure 13 represents Job Development Usage by various groups, with highest usage exhibited by the Probation population between the ages of 14-30.



**Figure 12. Job Development Services Utilization by HBI-COUNTY clients**





**Figure 13. HBI-COUNTY Population Served by Job Development**

The implementation of job readiness training and job placement is central to the HBI-County partnership. AT this time, a job placement database is being installed at Homeboy Industries. Once the database is complete, the HBI team will follow up and will supply data on actual job placement for the final HBI-COUNTY report. Receipt of their job placement data is anticipated to coincide with receipt of comparative job placement data from the Los Angeles County Juvenile and Adult Day Reporting Center.

As part of HBI job placement, there is ongoing case management and monitoring of client progress. In serving a population dealing with multiple obstacles along with inexperience, it is important to offer ongoing support. Two brief case vignettes highlight both the successes and challenges of this endeavor.

*Success Case*

Francisco E. requested assistance from job developers at Homeboy Industries upon his release after serving one month of a six-month sentence in Los Angeles County Jail. He arrived dressed appropriately and indicated that he was seeking employment in Customer Service/Business Management position. "I'd like to get a job interview as soon as possible," he told job developers, explaining that with his current financial situation, he was prepared to take any job offered, "Just to make ends meet, I'm not proud." The HBI Job Developer was extremely impressed by his attitude and noted that based on the resume he presented, "He was overqualified," but then added, "his biggest obstacle was having been incarcerated." The job developer referred Francisco to the employment division of "American Apparel" but due to some confusion, he appeared at the wrong department and was not interviewed. Francisco returned to the HBI Job Development office asking for "more job leads." The job developer then explained:

"I was so impressed with Francisco's persistence. He really wanted a job. With words of encouragement, I sent him back to American Apparel after calling, getting specific directions and a new contact name. Three hours later, Francisco came back with a bight 'Colgate' smile and happily told me that he got hired right on the spot. But what was so remarkable about him is that he returned the same day to tell me the news."

While the HBI Job Development Department experiences successes, there are also cases that present many obstacles before a positive resolution is reached.

### *Struggling Case*

Lorenzo S. embodied a challenging case for job development. He sought Job Development services after being released from County Jail in September 2010. Along with providing a resume and job leads, it was recommended that he be considered for admission to the HBI-COUNTY Trainee Cohort. He was enrolled in the cohort and moved quickly from trainee status to an office assistant position at Homeboy Industries. Lorenzo also enrolled in the “Work Readiness” class, which he attended, completing all the required work. He was well-liked at Homeboy and appeared to be well on his way to classification as a success case at the end of the second quarter reporting period.

However, while this report was being prepared – and even with this progress and dedication -- Lorenzo was still unable to avoid the dangers that lay outside the doors of Homeboy Industries. He was shot and killed on April 17, 2011.

### **Job Training**

Homeboy Industries includes four income-producing ventures that provide job training and transitional employment to trainees, offering a safe, supportive environment in which they can learn both concrete and soft job skills, while simultaneously building their resume and work experience. Within these businesses, there are also multiple promotional options that involve supervisory and leadership status. The businesses include *Homeboy Bakery*, which trains individuals to become scratch bakers; *Homeboy Silkscreen*, which prints logos on apparel and homeboy merchandise as well as providing embroidery services;

*Homeboy/Homegirl Merchandise*, which sells t-shirts, mugs, tote bags, and mouse pads with the Homeboy logo; and the *Homegirl Café*, which trains female clients in all aspects of the restaurant and catering industry. *Homeboy Music* is a pilot business project that builds on the skills and interests of clients expressed in classes offered through the Curriculum and Training Department. Additionally, HBI now organizes *Homeboy Food Stands* in Farmers' Markets throughout Los Angeles, locations that include Brentwood, Mar Vista, South Pasadena and City Hall and other settings. Homeboy trainees and Homegirl café servers work in these food stands and gain invaluable public work experience, interacting with diverse clients. Finally, in May, Homeboy Industries will also be opening the *Homeboy Diner* at City Hall.

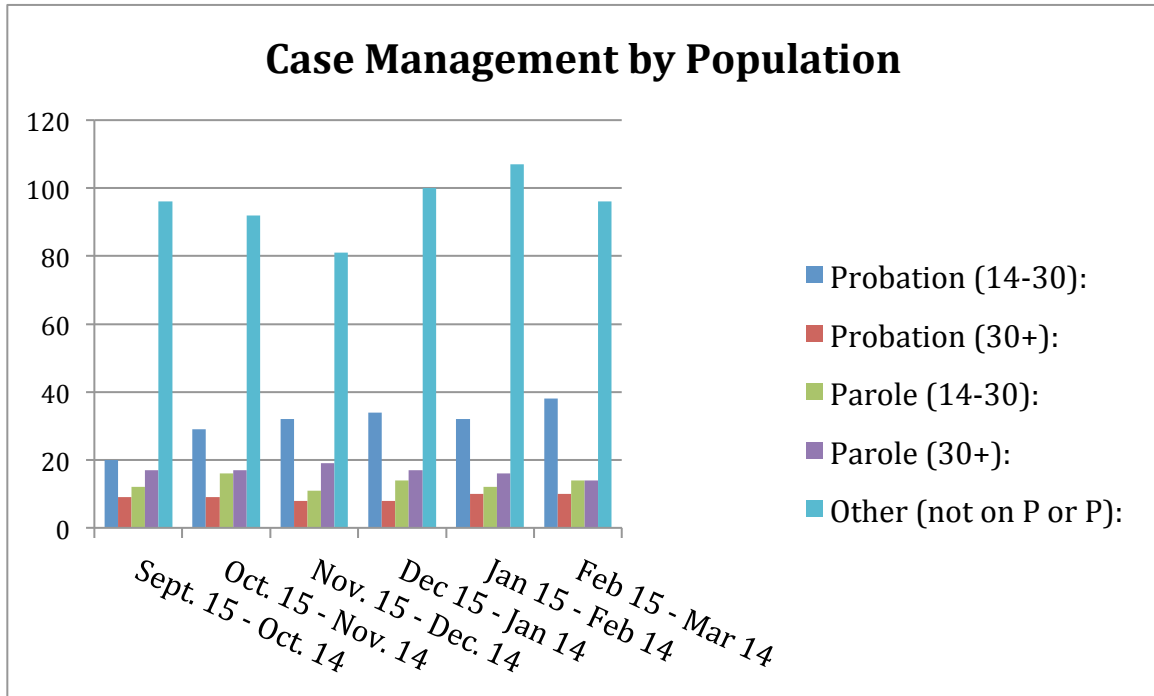
The HBI administrative and programmatic offices also offer job-training opportunities for trainees to work alongside a Homeboy staff person, first completing general administrative tasks and then moving on to more substantive projects. Employment in the offices at HBI headquarters offices often precedes employment in one of the Homeboy businesses. The office setting permits a closer relationship between supervisor and employee and fosters development of job readiness attitudes and behaviors. HBI office hours are more flexible, allowing youth to focus on their personal development. Trainees are able to maintain a weekly appointment schedule in mental health counseling and to attend classes to prepare for GED testing. This structure enables the trainee to pursue specific goals they determine by working with their case manager.

All individuals in the HBI-COUNTY Trainee cohort are involved in various facets of the Homeboy Job Training Program. Upon hiring, each of these trainees is informed that they will be paid as full-time employees of HBI. However, their hours are designed to include a combination of job training, education, and counseling. Additionally, each individual is subject to random drug testing; if an individual tests “positive” for drug use, they are suspended and referred to follow-up substance abuse counseling. Thus far, not one individual enrolled in the HBI-COUNTY Training Cohort has tested positive for drug use. However, drug testing will continue throughout the funding period as substance abuse has been demonstrated to be a serious problem for youth and young adults exiting gang involvement and re-entering the community.

### **Case Management**

Case Management is integral to the HBI-COUNTY Gang Intervention and Re-Entry Program. This is the point of initial contact for every individual who is hired as an HBI trainee. Each “newly-hire” trainee is assigned to a case manager who develops both an action plan and work plan for him/her. The *action plan* includes education, counseling, legal, and tattoo removal services that the client is receiving at Homeboy Industries while the *work plan* refers to the job training that the client receives. In addition to the Trainee Cohort, other HBI-COUNTY clients receive case management services to help with organization and delivery of Homeboy Industries programs. The distribution of all HBI-COUNTY clients served during the second quarter in the HBI-COUNTY Gang Intervention and Re-Entry Program is portrayed

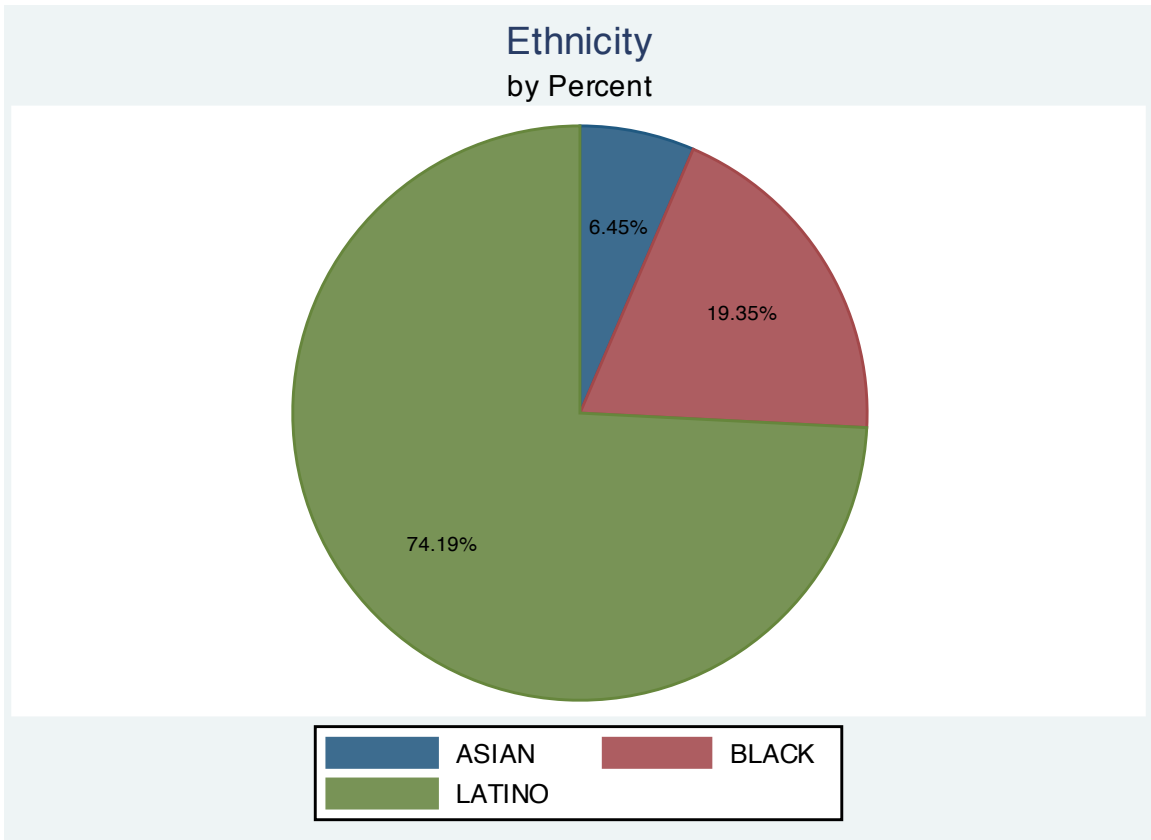
in the Figure 14. These figures include but are not limited to the HBI-COUNTY Trainee Cohort.



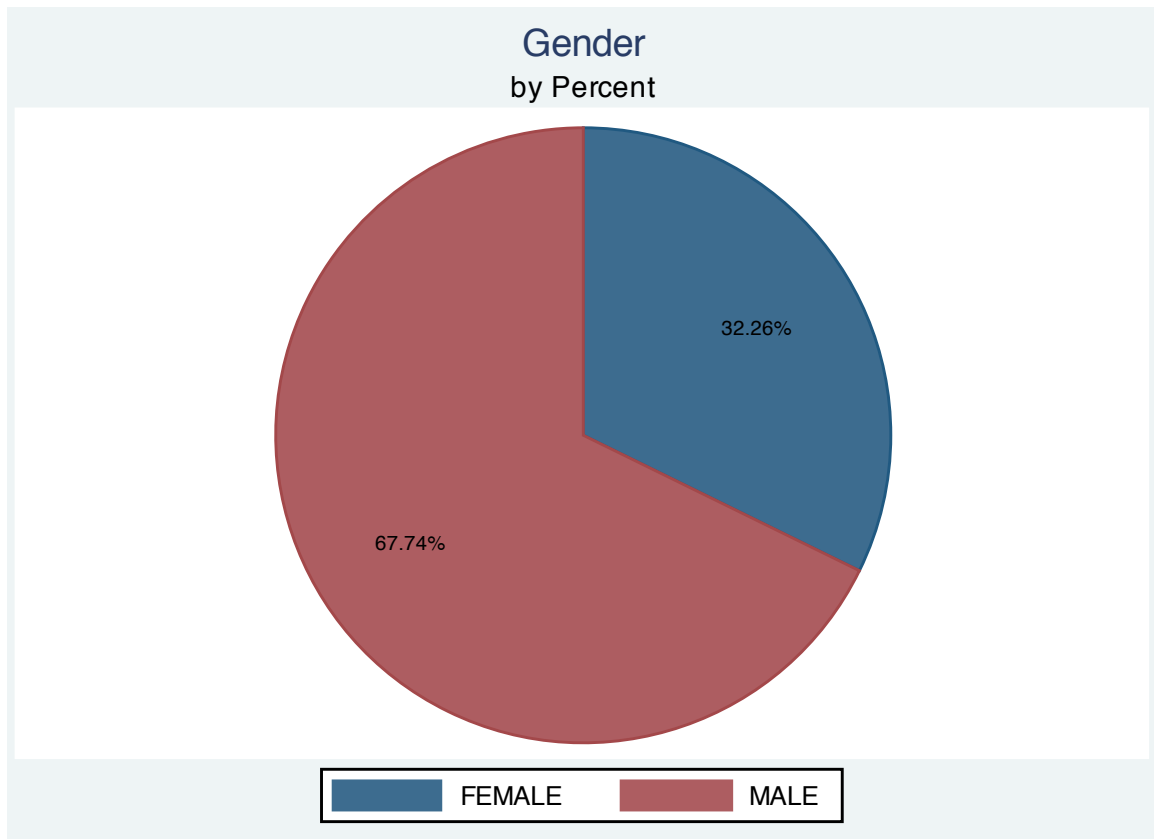
**Figure 14. HBI-COUNTY Case Management Services by Population**

Evaluation efforts have focused specifically on the progress of individuals who compose the HBI-COUNTY Trainee Cohort. Analysis of interview materials and demographic data collected on these individuals is portrayed in the following three figures. Table 15 portrays the ethnicity of all individuals who have been enrolled in the HBI-COUNTY trainee cohort over the two quarters of program implementation. Table 16 portrays the gender breakdown of all individuals in the trainee cohort. It is apparent that the cohort composition is diverse, reflective of the overall

characteristics of the re-entry population, which is not limited to any single ethnic, gender or racial group. Finally, Figure 17 portrays the employment outcomes of all individuals in the HBI-COUNTY Trainee Cohort over the two quarters of program implementation. It is critical to note that only 3.3% of the Cohort has dropped out of the Homeboy Program and another 3.3% of the total Trainee Cohort has been arrested. For the individuals who have been arrested, the outcome of those arrests is still pending. Thus far, not one member of the Trainee Cohort has been re-incarcerated.

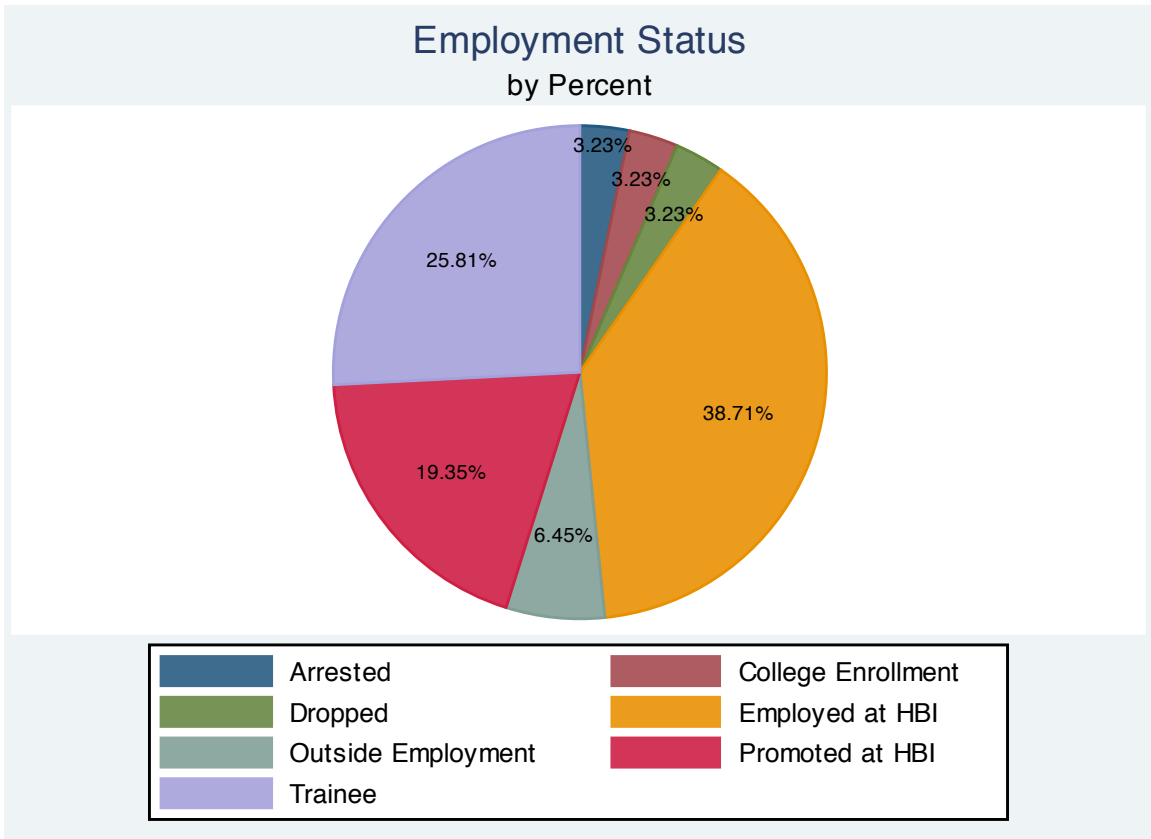


**Figure 15. HBI-COUNTY Trainee Cohort Distribution by Ethnicity**



**Figure 16. HBI-COUNTY Trainee Cohort Distribution by Gender**





**Figure 17. HBI-COUNTY Trainee Cohort Employment Status**

As demonstrated, at the end of the second quarter, nearly 90% of the HBI-COUNTY Trainee Cohort continues to be either enrolled in the HBI Program or fully employed. However, it is important to note that there is also qualitative data currently being compiled on the specific obstacles individuals confront in their efforts to re-join their families and re-integrate within their communities. While the factors these individuals confront are complex and dynamic, two case vignettes highlight the situations of both successful and struggling individuals.

*Success Case*

Gilbert V

Gilbert V. is a Latino male with ties to 18<sup>th</sup> street who enrolled in the HBI-COUNTY program. He arrived at Homeboy dedicated to leaving his neighborhood, announcing, "I am done with that life style, I never want to be involved in that again." Gilbert's past was marked not only by gang activity but also by drug abuse and risk-taking behavior. However, it is clear that his dedication to building a new identity is free of conflict and ambivalence. Throughout his participation in the Homeboy Industries program, Gilbert has demonstrated ongoing dedication to his job training program, mental health development and drug recovery.

Over the past two months, Gilbert has achieved a great deal. Initially assigned to work in the Homeboy Merchandise Shop, Gilbert was then promoted to employment in the Homegirl Café. When one is transferred into the café, the adjustment can be difficult, due to the increased responsibility. However, Gilbert rose to the occasion, and flourished. From the time he arrived in the café, his monthly evaluations completed by the café managers, confirmed his excellent work performance.

While Gilbert was adjusting to the demands of the café, he also continued attending Narcotics Anonymous (NA) classes regularly, supporting his recovery. A few weeks into the second quarter, in late February, Gilbert celebrated his one-year anniversary of sobriety. In celebration of his sobriety, he attended an AA/NA class at Homeboy Industries, and shared his story. Gilbert's story touched many in the

class, and offered a sense of support and hope to those still struggling in their addiction.

Shortly after celebrating his first year of sobriety, Gilbert was reward given a promotion within the café and awarded the status of “Junior Staff,” moving from dishwasher to bus boy. Employees who are a part of the “Junior Staff” are recognized for their leadership skills and strong work ethic. Gilbert continues to thrive in his position within the café along with focusing on his successful and ongoing personal development.

### *Struggling Case*

Wayne D.

Wayne D. first came to Homeboy Industries two days after he was released from state prison where he had served an 18-month sentence for armed robbery. His life prior to incarceration was characterized by inconsistent school performance, gang activity and ongoing involvement in various Los Angeles County Departments and agencies, including Los Angeles County Probation.

Wayne was born and raised in the Nickerson Gardens Housing Project in Watts. He was one of thirty individuals living in a three-bedroom unit. While his father was absent and his mother struggled with serious drug addiction, Wayne and his seven siblings were raised primarily by their grandparents. Wayne’s large family has maintained extremely strong ties to the Bloods – one of the most well established gangs in South Los Angeles.

Upon admission to the HBI-COUNTY Trainee Cohort, Wayne immediately engaged with the HBI program. He attended classes, therapy and was popular with staff and other trainees. Within three months of his arrival, Wayne was assigned to work with young adults that had recently been released from juvenile probation camp. His communication skills and his own experiences in the Los Angeles County probation system made him the perfect candidate for this position. He also expressed an interest in eventually becoming a youth counselor. His case manager was highly enthused about his prospects, explaining:

I started working with Wayne when he arrived at Homeboy and we had a very good relationship because I could relate to his upbringing – even though I was Latino and he was African-American, we bonded. I also came from a large family who lived in public housing. Because of his story of public housing and the gang life and the drug use, he was starting to become a role model to kids here at Homeboy and in his old community. He was feeling really good about life and his work place. He was also starting to travel to different schools outside of Homeboy Industries to talk with young students through out LA.

Despite Wayne's progress, his ties to his community and his former gang were a source of ongoing conflict. As much as he struggled to separate himself from his former community, he could not pull away from his family – who were heavily involved in gang activity. It was extremely difficult for Wayne to follow the program created for him at HB when some family members would openly mock his efforts while other relatives would pressure him to get back involved in the streets and the

gang life style. For several weeks, Wayne resorted to sleeping in his car to avoid gang activity and retaliation. Homeboy provided housing services and Wayne was extremely grateful and insisted, "I am never going back to that way of life again. I'm done with gang banging."

His words did not take into account the strength of the social, psychological and cultural forces he was combating. He struggled with shame and guilt and eventually failed to keep two mental health appointments. While this pattern continues to plague him -- he has not kept all his appointments and seems very conflicted about gang involvement -- he continues to be an excellent worker. His record of program attendance at HB is inconsistent and his case manager and therapist are working closely with Wayne to help him resolve his difficulties and struggles.

### ***Project Status***

The program evaluation for the HBI-COUNTY Program was originally designed to include a comparison with clients and client outcomes from two additional Los Angeles County Re-entry Programs: the Juvenile and Adult Day Reporting Centers and the County Gang Reduction Initiative.

At the onset of the evaluation, the UCLA Evaluation Team consulted with Chief Deputy Officer Cal Remington. He referred the evaluation team to Mr. John Baima, Acting Special Assistant in the Adult Field Services Bureau. Mr. Baima was very responsive and subsequently referred the evaluation team to Mr. Dave Leone, Bureau Chief in the Adult Field Services Bureau. After a request for data, Mr. Leone

contacted the evaluation team and explained that he was completing a final report on the Juvenile and Adult Day Reporting Centers and would meet with the UCLA Team after this report was completed. At the suggestion of Mr. Remington, the UCLA Evaluation Team also contacted Mr. Reaver Bingham, Deputy Chief of Juvenile Placement/Adult Field Services Bureau.

All of these individuals have been extremely cooperative and on March 16, 2011, Dr. Todd Franke and Dr. Jorja Leap from the UCLA evaluation team met with Bureau Chief Dave Leone, John Baima and Kathy New to confer about programs, data collection and data analysis. Their meeting at the Los Angeles County Department of Probation Headquarters lasted nearly two hours and was extremely productive. There was extensive discussion of the work of the Los Angeles County Adult Day Reporting Center. Mr. Leone was extremely knowledgeable and spoke at length about the challenges inherent in job training and job placement with re-entry populations. At this meeting, Ms. Kathy New made arrangements for Dr. Franke and Dr. Leap to meet with her at the Adult Day Reporting Center. Mr. Leone referred the UCLA Team to Ms. Sharon Harada and stated that she could assist with data collection efforts related to the Juvenile Day Reporting Center and the Countywide Gang Reduction Program.

On April 11, 2011, Dr. Franke and Dr. Leap spent over three hours at the Los Angeles County Adult Day Reporting Center. They reviewed the database design, sat in on classes and observed probation officer-student interaction, spoke in depth with probation officers, toured the facility and reviewed data collection forms. Ms. New provided a superb overview of the Adult DRC program and the commitment

and dedication of the probation officers was noteworthy. The UCLA Evaluation Team plans further visits for the purposes of program comparison.

At this point, the UCLA Evaluation Team looks forward to receiving data from Ms. Kathy New that has been collected from the Adult Day Reporting Center. Additionally, they have contacted Ms. Sharon Harada and are awaiting a reply to arrange a meeting to discuss data from the Juvenile Day Reporting Center and the Countywide Gang initiative. Once the UCLA team reviews their requirements with Ms. Harada, it is anticipated that they will acquire relevant data for their comparative efforts. This partnership should prove mutually productive for Los Angeles County, Homeboy Industries and the populations that they serve.

## **Conclusion**

The second quarter of program implementation and service delivery has continued the pattern of extremely positive and productive service delivery for the Homeboy Industries-Los Angeles County Gang Intervention and Re-Entry Program. Both the HBI-COUNTY Program and its ongoing evaluation demonstrate tremendous promise for the development of policy and practice that is both sensitive and effective. These ongoing results span gender, race, ethnicity and the breadth of Los Angeles County districts revealing both the depth and extent of the need for long term intervention and re-entry services. It is anticipated that future results will further clarify the significance of Homeboy Industries as a Countywide and National Best practice for gang intervention and re-entry as well as confirm the sincere and innovative efforts of Los Angeles County.