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Gang Diversion Program Implementation: A Reentry Program for Inmates with STG
Affiliations at a Supermax Prison

by

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Gang Diversion Program Implementation

Gang Diversion Program Implementation: A Directed Study of STG Affiliations at Ohio State Penitentiary
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ABSTRACT

My interest in rehabilitation started during my undergraduate internship with the Adult Parole Authority in Youngstown, Ohio. During my time there I noticed the lack of diverse programming for offenders. There were wide ranges of programs for drugs, or mental health but there were none for gang members wanting to leave the gang. The research I completed is relevant due to the underlying fact that this population lacks the programs and assistance needed to escape and overcome the gang lifestyle. This project consisted of a year and a half worth of research that I contributed to the creation of a gang diversion program. I obtained scholarly articles and critically researched them on their pertinence on how to make the gang diversion program effective. I also found scholarly articles that referenced gangs, gang violence and the history of prison gangs. When one is able to establish a pattern of issues, then there is a possibility that the researcher can form a program that is applicable to the said institution. Applied research was utilized to identify various facts which created the base of a program that is suitable for gang members to learn how to leave the gang lifestyle. To complete this project, I have been working with Kevin Collins, Assistant Regional Administrator of the ODRC, and Lt. Kenneth Sample, the Security Threat Groups (STG) Intelligence Coordinator at Ohio State Penitentiary (OSP).

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Chapter I

Statement of the Problem

Being incarcerated can bring about different problems for inmates, such as stressors from legal issues, being confined, to not being able to see and interact with family members (Haman, 2007). Imprisonment often interrupts and affects individuals sleep cycles as well as dietary changes. These two factors alone can change the mental stability for not only an inmate but a free citizen as well. All the above stated issues cause trouble internally for an inmate and there needs to be adequate counseling and healthy outlets for inmates. Inmates can struggle internally from the lack of social relationships and living a normal day to day life. These outlets need to proper treatment programs (e.g., drug abuse, mental illness), education/vocational opportunities, and recreational activities. When an inmate is presented with the skills to succeed along with counseling for their issues, there is a chance for success. With mental instability among inmates rising, so do threats of gang affiliations and violence.

Gaps in prison programming are especially noticeable when dealing with offenders tied to violent gangs (Sample, 2017). These issues have not gotten better and have only escalated. The presence of gangs challenges the safety of penal institutions, and something must be put into place to control and minimize gang violence. Some of these situations are caused due to fear, fear that the gang member has if they don't obey rules. In some instances, inmates want to get out of the gang lifestyle. There should be selective programming available to help such individuals with gang rehabilitation.

My project entails the development of a gang diversion program for the Ohio Department of Rehabilitation and Corrections (ODRC). With this program, there will be

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a sustained effort to give gang members who have a mental health diagnosis an opportunity for a better future by giving them instructions about the importance of such items as tattoo removal, group and individual therapy, GED classes, and continued education.

As a result, this thesis is different from the typical one in that it does not test a hypothesis but substantiates the need for gang diversion programming, reports on the development of such a program, and identifies potential best practices incorporated into the program. Moreover, worksheets used in the program are not reproduced here to protect the copyrights of others. These items are not included in this document but were shown to my thesis committee as part of my discussions with it. I completed IRB approved research to gain knowledge on gang members and the needed programming for escaping the gang lifestyle.

Chapter II defines the nature of prison gangs, current strategies for managing Security Threat Groups, policing the prisons, administrative segregation, and problems posed by Security Threat Groups. This chapter also brings up the issue of prison classifications and which contributions can help these gang members while incarcerated. Chapter III covers information relating to the Ohio Department of Rehabilitation and Corrections (ODRC) and Ohio State Penitentiary (OSP). This chapter also focuses on Security Threat Groups in relation to OSP as well as leadership styles used for institutional decision making. Chapter IV covers the program to be developed and includes data of gang affiliated inmates at OSP. Chapter V is the best practices section, which validates the content of six weeks of the curriculum.

Chapter II

Background

From 1980 to 2000, the inmate population with drug use and mental disorder skyrocketed at a rate of 500 people per 100,000 (Irwin, 2005). The increase of violent and drug related offenders who were all confined in the same prisons started to raise the levels of gangs as well (Carlie, 2002). When housing criminals with the same mind frame in one area, the likelihood of gang recruitment is higher. Even though street gangs arose in the 1950s and 1960s, the levels of gang members in prisons were rising in the 1980s and 1990s. The War on Drugs caused an influx of criminals to be incarcerated. This also caused a rise in the number of gang members.

A prison gang, stated by a correctional administrator, is defined as “a gang that originated in the prison” (Knox, 2004). Knox defines a prison gang as an assembly of three or more individuals who reoffends while incarcerated. Most prison gangs thrive off criminal activity and retaliation. The integration of prison gangs to the streets and back into prisons caused an influx of violence and more strategic ways to commit crimes. Individuals who are in gangs can get caught in a cycle of repetitive violence and commission of crimes with no way of stopping it. There needs to be an initiative to help these people with a desire to get out of a gang. The nature of the streets and the infiltrations inside prison set up a loop of criminal activity that people have no way of escaping. With a program specifically designed to encompass this sensitive matter, there are ways to achieve the desired outcomes.

The first notoriously violent prison gangs to appear included the Mexican Mafia (La Eme), Black Guerilla Family (BGF), Aryan Brotherhood (AB), La Nuestra Familia

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(LNF), and the Texas Syndicate (Wood, 2014). These gangs still exist today as part of prison gang culture. When the gang lifestyle and the criminality started to become more intense and reoccurring, prison officials decided that it was time to rethink the term prison gang. When gangs emerged on the streets, the term prison gang was then mainly referred to as a gang. These gangs control prisons as well as neighborhoods. This control is dealing with drug sales, prostitution, robberies, etc. Gangs control a lot of illegal enterprises, in and out of prisons. The threat of prisons gangs come from their skilled levels of calculating crimes, even behind bars. They are able to command crimes from behind bars.

When gang violence in prisons started to rise this led to the formation of new gangs led to the terminology, Security Threat Groups (STG) (Brown, 2002). STG offenders make up a low percentage of state and federal prisoners but seem to pose a more daunting management challenge as the number of street gang members increase as different members integrate. These integrations can lead to serious problems. With more skilled and intelligent gang members, the initiative to commit crimes can be more elaborate.

More STG groups have been able to create new chapters of gangs and have gained new followers. The influx in affiliations has provoked different problems in reference to topographical supremacy. These influxes have caused the levels of violence to rise dramatically. The term STG was created because gang members started to commit more heinous crimes in and out of prisons. These crimes include weapons possession, threats and terrorization, battery, arson, extortion, and drug trafficking. Security threat

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groups are known for their routines of reoccurring violence. This violence is used mostly in retaliation to other gangs (National Gang Intelligence Center, 2015).

Current Strategies for Managing STGs

The current era of prison administration focuses primarily on the warehousing of violent offenders (Phelps, 2011). Nonetheless, violent offenders cannot be treated like the rest of the prison population, so special techniques are utilized, e.g., classification, broken-windows strategies, and administrative segregation. Decker and Fleisher (2001) emphasize the need for community collaboration in efforts to make an offender's re-entry possible. Curricula that offer focused education and skills instruction to be able to gain an entry-level position in certain job fields. Prior investigations into prison gangs show that their criminal capabilities extend into the community. When a prison offers a better way of life, recidivism will fade. OSP is currently only offering Adult Basic Education (ABLE), Pre-GED, GED and Reentry. There is a necessity for higher education; research shows that if an offender has the opportunity then there is a chance to eliminate recidivism.

Classification

Classification in correctional facilities is the key to stabilizing the most accurate programs for the extensive diversity of inmates. Cropsey (2007) explains prison classification as a process of evaluating inmate perils that balance safety requirements with program demands. Cataloguing of inmates can factor in membership in STGs, sex offenses, and violent behavior from mental illnesses.

There is a focus on mental illness because many inmates are diagnosed with it. When a correctional facility considers diverse types of medicinal and rehabilitative

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methods for mentally ill offenders, it must be thorough. Not all mental illnesses are the same and cannot be treated the same. An offender with schizophrenia cannot be reformed the same way as an offender with unspecified depression.

When inmates are classified properly, the facility runs smoother and safer. According to Brown (2002, p. 104), within the last two decades our prison systems had to adapt to the changing needs of the incarcerated population. Security systems were upgraded and there was a distinct pressure bracketed with the increasing number of diverse inmates, truth-in-sentencing, three strikes laws and overcrowding. Classification of inmates became a process, which is still used today, which evaluates inmate risks relative to the security requirements with rehabilitation needs (United National Office on Drugs and Crime, 2013).

According to Jacobs (1976), the classification of inmates upon incarceration is vital in keeping the facility run at a safe temperament. When an inmate is first brought into intake they are screened. Intake officer's check for such things as gang affiliated tattoos, previous criminal background, and mental health. Freedman (2013) said that, in infrequent occurrences, an offender can be classified as STG, even without tattoos, prior history, or off actions alone.

Broken Windows Strategies

Prisons usually base their rule structure off the Broken Windows Theory from behind bars, an impression that if circumstances aren't amended early then more serious matters can arise (Scott, 2001). Scott says this theory is more relatable for prisons because it talks about the economic and living situations inside. The less graffiti and more that inmates work together then there is more of a chance for change. For example,

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if an STG affiliated inmate wrote their logo on the prison wall to threaten another inmate, the officer on duty should write them up and give them the appropriate punishment. If the inmate is not corrected the first time they write their gang logo on their cell wall, then it is possible they could vandalize their pod or even carry out an attack on a fellow inmate. Zimring (1997) purposed that violence inside prison may not stop, but correctional staff can be trained properly to handle such matters.

Broken Windows Theory can also dictate the demeanor of correctional officers. First impressions are key when a newly hired correctional officer starts dealing with inmates. Either being too forceful or too shy is going to result in the inmate not having respect for the officer, which can lead to manipulation. The hardline approach is risky. If an officer repeatedly writes up inmates for the smallest infraction, e.g., shirt being untucked, inmates will lose respect for that officer (Carlson, 2015, ch. 10; Lessing, 2016, p. 1). In most instances behaviors get worse. Correctional officers are discouraged from empathizing with inmates, but a level of humanity must always be prevalent. The smoother the facility runs the less problems there will be, and it all starts with respect. Respect from both the inmates and correctional staff. The rapport between the correctional staff is imperative because the officers in each housing pod are always going to be the first person to respond if a situation breaks out. Handling disruptive behavior initially will decrease the likelihood of it escalating.

Administrative Segregation

Administrative segregation (AS) refers to the cataloging of inmates and where they will be housed in a correctional location (Frost & Monteiro, 2016). There are at minimum three diverse kinds of segregation: administrative segregation, disciplinary

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segregation, and protective custody. These segregations all follow rules of solitary confinement. While some feel that administrative segregation is an essential implementation for the more volatile inmate population to keep others inside the prison safe, both staff and inmates. Others feel there are damaging effects to keeping someone locked up without social or mental support. The Standard Minimum Rules (which is practiced at OSP) impart that prison medical personnel must analyze all recidivists who are to endure a punishment (i.e., 23-hour lockdown) that could be damaging to their bodily or psychological well-being.

Frost & Monteiro (2016) describe a system of segregation that can help break up gang populations in prisons. While not much empirical data has been collected from such research, they feel that if there is a calculated method then the risks and benefits can be balanced. Administrative segregation can foster diverse ways to keep gang populations separated. AS is a good system that is put into place to separate and confine inmates according to their gang affiliation, which can help minimize the violence and communications.

The Problems Posed by STGs

When looking at material allocation, countless jurisdictions used diverse procedures of suppression approaches to avoid the propagation of STGs and to decrease the issue of new affiliates into cliques (Petersilia, 2006). These policies had made a point to house lower level gang members away from the leaders to try to prevent criminal activity. This separation is important because it weakens contact between members of the same gang. Consequently, it can also diminish the number of crimes committed by the gang. Notwithstanding the unsurpassed aims, however, these intercessions had

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demonstrated to be unsuccessful. Petersilia described a situation in 2004 where eight leaders of La Nuestra Familia ended up pleading guilty to various federal racketeering conspiracy charges for conspiring drug deals, calling out murders, and arranging robberies from their cells at Pelican Bay State Prison, a California super max-security prison. Even though they were guilty and behind bars, the illegal enterprises did not stop. Also, just because gang members pleaded guilty, they were guilty of the crime, not guilty of being a gang member. Putting gang members behind bars does help to diminish gang activity on the streets, there are still calculated masses of prison members locked up.

Consequently, even though these inmates were secluded, their presence still had an unconstructive inspiration inside the prison structure and in the community (Ruddellb & Winterdyka, 2010). Occasionally trying to counteract the multiplying of gangs had the contradictory outcome. Relocating gang leaders within prison arrangements to contain them may have inadvertently engendered sophisticated stages of STG involvement as these convicts enlisted new associates after their allocations. In consequence, it is imperative to deliberate the unanticipated or surprising costs of gang management approaches.

When researching why a gang diversion program should be implemented, the previous studies should also be looked at to determine what did and did not work. Inmates in correctional facilities who have physical or mental ailments and substance abuse problems suffer additional reintegration complications upon liberation (Cropsey, 2007). These inmates typically have a more challenging time with employment opportunities, which in turn can possibly lead to re-offending and re-incarceration.

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Developing and pressing problems that could arise need to be evaluated prior to placement of mentally ill inmates (Diamond, 2001). This ensures but does not always guarantee the safety of inmates as well as the officers and treatment staff. Furthermore, by pre-classifying mentally ill inmates, future problems between the inmates and correctional personnel can be prevented. When considering the standing of inmates and mental illnesses, the chance for a strong-minded inmate to develop a mental health problem is always there. STG officers specialize in managing these inmates through different techniques, gang affiliated inmates are separated and put into lockdown cells. Their movements are watched very closely. Recreation time is individualized so inmates are not conversing or threatening each other.

Currently, few specialized approaches have been established for gang re-entry. Mediations that were effective in one jurisdiction with a definite category of STG might be unsuccessful in another jurisdiction or with various other types of prison gangs. Warehousing strategies allow for administrations to house accordingly as well as to implement different re-entry programs suited for the inmates, for example, handling the uncertainties modeled by affiliates of a local street gang that has an unsolidified association, no substantiated history, and has followers who are not as committed as the leaders think. These low level, unorganized gangs should be handled differently than a national biker gang that is notorious. The main focus should be the reentry of gang members into society. This focus is important because if gang members are given the proper tools to escape the gang, there is a greater chance for success.

Chapter III

Ohio State Penitentiary

Ohio State Penitentiary (OSP) is a supermaximum prison with approximately 600 inmates and 337 total employees, including the warden, administration, medical and mental health workers, culinary, correctional officers and specialized task forces. OSP correctional officers are required to be at least 21 years of age, United States citizens, of good ethical character and pass a criminal background check, in good physical condition, have at least a high school diploma or an equivalent level of education, a valid driver license, and residency in the State of Ohio (Sample, 2017).

The crucial principle of the Ohio Department of Rehabilitation and Corrections (ODRC) is to maintain the inmate's constitutional rights while being placed in appropriated classification category (Sample, 2017). Another ODRC value is to treat people contrarily constructed on their behavior while imprisoned.

The facility is part of the northeast section of the Ohio Department of Rehabilitation and Corrections (ODRC). The ODRC is overseen by Gary C. Mohr. Mohr, is a modern prison activist with over 42 years of correctional involvement, was appointed to his position by Governor John Kasich in January 2011. The northeast section is directed by Todd Ishee. OSP's Warden is Richard A. Bowen, Jr. Within the state government, the state correctional facility falls under Mike DeWine, Ohio Attorney General.

The policies the ORDC puts into place complies with Ohio Revised Code 5120.01 (ODRC OSP, 2017). This code grants authority to the Director of the Department of Rehabilitation and Corrections. The authority given is to govern and authorize the entire

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functioning processes of the ODRC. Also, the Director is to create and maintain such guidelines and principles at the director's request. OSP utilizes the situational model by being able to reflect their employee's developmental style and level of accountability for their ability to perform the necessary tasks as correctional staff (Amanchukwu, 2015). From the given abilities and current situation, the prison faces, the leader of the given task force should be able to emphasize the sequential needs. Situational leadership involves organization, structure and teamwork (Hersey, 1979). With these three components along with inmate participation a lot can be accomplished. This style of leadership appropriates certain styles for specified situations. This is applicable to this study because it offers an insight on to how the program can be a success. When employees can appropriate the correct procedures for rehabilitation, there is a greater chance at success.

Baumeister, Smart and Boden (1996) speak on the mindset that prison can give an individual, anger being at the top of the list. With programming in place to control it from the start, the easier it will be to cope with the ongoing changes inside prison walls.

Accepting Responsibility is a course that interprets the justification thinking errors of inmates (ODRC, 2017). This program encourages acknowledging accountability for disparaging actions. OSP Wellness is an incorporated program that includes various departments from around the prison including; Medical, Unit Staff, Recovery Services, Mental Health and Recreation. This well-rounded opportunity helps inmates understand the elements of a healthy lifestyle. It gives them the essential tools to cope with issues and learn how to live actively and healthy.

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Knox (2004) emphasizes the importance of the rapport of correctional staff and inmates. When an inmate feels comfortable and trusted, there is more of a likelihood to overcome struggles and face present reality. When counselors and officers can present information on a consistent basis there is a chance of reformation inside the prison walls. When the reformation of inmates occurs behind bars, there is a stronger chance these inmates can succeed outside of prison. When dealing with STG affiliated inmates there is more that needs to be done for their rehabilitation. With inclusive measures are taken for education, counseling and mindset programming there is a chance for reformation.

Winterdyk and Ruddell (2010) concluded that over the last few years the number of gang members and new gangs has been rising quickly. With new gangs forming, the handling of these inmates needs to change (pp. 732). DiIulio (1990) describes the need for administrative personnel to have a more in-depth look at the programming system. Prior systems focused mainly on the physical layout of the prison, while latter systems are incorporating race and religion into how programming is developed.

Classification

The Ohio Revised Code outlines different stipulations of inmate classification as well as how it functions. Classifications are given to inmates based on their security risk level by the ODRC (ODRC OSP, 2017). These factors are including but not restricted to past assaultive behavior, vicious or unruly behavior, security threat group affiliation, programming and education history, age, escape history, criminal history, known enemies on record, prior charges at less restraining security levels, gender, medical status, mental and emotional stabilization, sex and type of sentencing, and release eligibility. When inmates show signs of disruptive behavior or show signs of gang activity, the security

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level will increase. Threats and actions of violence or gang movements are a cause for more restricted housing and rules that are applicable to such inmates.

Inmates fall into one of five security levels—1, 2, 3, 4, and 5. One is the lowest and 5 is the highest. Level 1 and 2 inmates are housed in a camp away from the main prison, but still on prison grounds. These inmates are close to release and are concentrating on reintegration through programs like work release. Levels 3 and 4 have less independence than levels 1 and 2 but are not confined to a cell all day. Level 5 inmates are sub-classified as either 5A or 5B when they cannot adapt or are a member of a security threat group. Level 5 inmates are more limited—they are on lockdown for 23 hours a day. The remaining one hour is for meals, hygiene, programs, and recreation. All inmates inside the main prison are housed in single cells. This prison holds inmates who are facing longer terms from 1 year to life. There is also one inmate at OSP who is on death row; he is also a gang member. These classifications make it easier to determine threat levels as well as those who may not even pose a threat.

Security Threat Groups

A disruptive STG member is an inmate that is known as an unruly STG participant that has made one or more STG affiliated actions that have been recognized in the last 24 months. The inmate carries a role as a boss, recruiter, or doer of STG affiliated recreations (ODRC OSP, 2017). STG members are aggressively tangled in a web of violent or disorderly behavior, which include threatening or assaulting an employee of the prison or a fellow inmate, questionable activities that can be riot like or disrupt the prison flow, participation in contraband distribution or convergence of STG contraband, possession of a weapon, a forbidden cellphone or telephone device; or

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omittance of criminal activities while incarcerated. All documentation of above stated activities will contain a Rule 17 guilty finding at the Rules Infraction Board (RIB). A rule 17 infraction is any misbehavior that staff can write an inmate up for.

All organizations have levels of management with different methods of governance (Lerman, 2010). There are different governance methods, but in accordance with prison management and classification; situational leadership is the best way. The relationship between the staff and the leader is vital; there must be motivation and competence among such characteristics. The personal assessments that are done by administration for their staff members helps to evaluate their work level and abilities to complete their given job. Each situation in a prison can be unique especially due to the fact each inmate's classification is completely different from the next.

The STG Task Force is put together to manage the gang affiliated inmates in prisons. These task forces specialize in gang behaviors, affiliations and activities that go on between these classified inmates as well as the prisons general population. The training that STG officers go through is different from a food service worker. The task force is led by Lt. Ken Sample. According to the Ohio Attorney General (2017), requirements for the STG TF are to have a high school diploma, prior experience working in a prison setting and completion of seven homeland security courses. There are two FEMA independent courses, Active Shooter Preparation (IS-907) and Hazmat (IS-5.a) (Federal Emergency Management Agency, 2014). The homeland security courses not associated with FEMA are WMD Awareness for the First Responder, WMD Awareness for the First Responder (Train-the-Trainer), Homegrown Terrorism, Rescue Task Force, Targeting Critical Infrastructure, and Whole Community Training.

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The success of the STG TF is reliant on the contribution of its employees. Most importantly are the case managers and rehabilitation staff (Sample, 2017). The STG TF officers are responsible for classifying gang members and keeping them safe. Also, they conduct searches on a regular basis, looking for drugs, gang paraphernalia, and gang correspondence. If inmates are suspected of drug use, regular urine tests as well as sporadic ones are conducted.

The gang task force at OSP has a monthly meeting with prison administration, the taskforce, and the counseling staff for the affiliated inmates. Lt. Ken Sample holds these monthly meetings, which I have attended. During these meeting gang members' statuses, drug findings, and new gang affiliates are relayed to the committee. Likewise, inmates can move up or down a level depending on behavior and accomplishments. Inmates who move levels and are STG affiliated are also made known (Sample, 2017).

Management styles can be different with the approaches pertaining to certain situations that arise within the prison due to classification reasons (Amanchukwu, 2015). There are multiple approaches to these situations with respect to management of the prison in accordance with STG classification and housing methods. Bureaucratic leadership style is a management technique using specific directions that assures the staff that proper techniques are used. This style is used for more dangerous type of work situations. Bureaucratic leadership is also beneficial in situations where there are certain tasks that are done regularly. There are a few disadvantages of this category of management; ineptitude in teams and administrations that fall back on the elasticity, ingenuity, or modernization of ideas.

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In the democratic style of leadership, leaders make the concluding choices, but embrace team members in the managerial procedures (Amanchukwu, 2015). This style can be applied to the strategies of the OSP STG TF. Upper management encourages the employee to be creative and their input is wanted. Some benefits are employees tend to have higher job fulfilment and their productivity increases due to their involvement with certain issues. Skill development progresses further as well. When there is meaning behind some employees work and there is a sense of belonging to something greater, those employees contribute at a greater rate. There can be potential shortcomings with this style where efficiency is key. For example, there can be time wasted to gather information. Employees who do not have competency of the situation at hand can falter the decision-making process.

Inmates are re-evaluated yearly, but no less than a year, for security threat issues. Only levels 1-4 are re-evaluated. Level 5, or restricted housing, is reviewed using restrictive housing protocols (Winterdyk & Ruddell, 2010). Gathering information and diffusion is a crucial precedence for most prison systems. There are reports that over three-quarters of prisons have fashioned gang management strategies. These strategies include diverse types of monitoring for the inmate's several ways of communications. Also, information on offenders can be compiled and shared at the local, state and federal levels to make a complete profile on each inmate.

Inmates who are non-violent, first-time offenders are more susceptible of being bullied by gang members. These precautions are taken by OSP to ensure the safety of the facility. These precautions also help to keep the classification system up to date with the changing population. Barrows and Huff (2009) reproduced a study of existing

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information regarding miss-cataloging of gang offenders. A type 1 cataloging mistake is when intake classifies the inmate as a gang member, when they are not. This creates a stigma. A type 2 mistake is when the inmate is a gang member but is classified as not. This can happen when they have no prior record, tattoos and their behavior does not speak otherwise.

Campbell (2014) states that staff are the eyes and ears to a prison facility. If a staff member recognizes that an inmate is acting in a disruptive manner that inmate's behaviors and cell will be analyzed. Recently, at OSP, Lt. Sample told me of an issue regarding an inmate and their classification. Upon incarceration, the inmate had no gang affiliation, but as time went on behaviors and inscribes within his cell stated otherwise. He had no apparent tattoos, but from the staff member's viewpoint this individual posed as a threat in general population. The inmate was later identified as a member of the Aryan Brotherhood and placed in a segregated unit after threatening another inmate.

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Chapter IV

Summary of the Project

The situation at hand is the implementation of a gang diversion program at Ohio State Penitentiary. I started working on the program January of 2017. I met with Ken Sample numerous times to research pertinent details for the program. I sat in on monthly STG meetings, where I was able to gain knowledge on different crimes that have occurred as well as circulating STG material. I was also able to interview Lt. Sample multiple times to see his view points on gang rehabilitation and diverse ways he felt were necessary for gang members specifically for OSP.

Stage One: Identifying the Target Population

The role of identifying specific individuals for the program is pertinent because it helps to scale down specific issues. The preselected individuals can help to determine the curriculum based off their different gang affiliations. With the assistance of OSP and the permission of the ODRC and the Youngstown State Institutional Review Board, I looked at a preselected group of gang members to create a customized program. Based on conversations with several individuals, the following admission criteria were considered; (1) gang affiliated, i.e., Aryan Brotherhood, Crypt, Blood, and Gangster Disciple; (2) no Rule 17 infractions; (3) good behavior for 24 months prior to program start date; (4) a release date a year to 18 months after program completion.

The type of subjects that would be used in this study are inmates and offenders with gang affiliations and mental health diagnosis'. The research population would stem from those already registered in the ODRC database. I would like to focus that in on institutions in and around Youngstown, Ohio, for example, Ohio State Penitentiary

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(OSP). Ohio State Penitentiary has provided me with de-identified data on gang members with a mental health diagnosis. The IRB of Youngstown State University has approved data collection and research. The Protocol number is 197-2017.

Ohio State Penitentiary shared data on gang affiliated members who have a mental health diagnosis. The collected data was prescreened by OSP staff from publicly available sources for research purposes only. All this information was de-identified.

Out of the 600 total inmates (Graph 1), 65 were on the mental health case load and 44 were STG profiled (Sample, 2017). These are all male inmates and the 44 inmates are all STG affiliated. There are 6 different crimes that were committed by the 44 STG profiled inmates (Graph 2): aggravated burglary/robbery (21 inmates), aggravated murder/murder (10 inmates), felonious assault (3 inmates), kidnapping (2 inmates), rape (3 inmates) and miscellaneous (5 inmates). The races were put into three categories in a pie chart--there were 21 African American male STG affiliated inmates, 23 Caucasian STG affiliated inmates, and one classified as other (Graph 3).

Stage Two: Developing the Curriculum

The main goal for this program is to give gang members the tools to escape the gang lifestyle. The program that I developed incorporates existing materials from Phoenix Resources with other activities and discussions to form a program specialized to OSP's needs. The results are an 8-week curriculum focused on addressing attitudes, behaviors, and life skills needed for successful reentry of violent offenders into society (see Table 1).

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[In conjunction with this chapter, the student submitted for the review of the committee a binder with written exercises and other materials for use in the program. The committee regards the binder as a vitally important part of this thesis project, but it is suppressed to protect the copyrights of third party material used in the program.]

CHAPTER V

BEST PRACTICES

To validate the seven weeks of curriculum outlined above I used the JSTOR and EBSCO search engines to locate scholarly articles which applied to each week's topic. When choosing articles, I looked for relatability in accordance with that week's topic. I made sure to pinpoint specific criteria, such as the validity of the source and a title clear enough to depict the topic. The JSTOR search engine uses over 10 million sources to locate primary sources, books and journal articles. The JSTOR link was found on Youngstown State University's MAAG Library website. This information is in Table 2 in the appendix. EBSCO is an online information database that holds millions of scholarly articles. The EBSCO link was found on Youngstown State University's, MAAG Library website.

Ortiz (2015) discusses the hierarchy of gangs in prisons. Gang members sometimes feel they are superior to prison staff and administration, when they are not. This is one of the biggest challenges faced by prison systems. Gang members are hardened criminals and often have trouble seeing the reality of their situation. Being able to control inmate behavior starts with programs that help them adjust.

The lifestyle of a gang member is a difficult road. When given the right tools, escaping the gang can be more effective. Having a group of people to count on when dealing with sensitive situations, like getting out gang, is important to the recovery process (Goffman, 1961). These people will help the individual when they feel weak or have an urge to commit the acts they are trying to stray from. Erving Goffman says that when social arrangements make economic and social change; that the process of change

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is possible. It is probable because that person is able to integrate their plan of achievement with other ideas, thus allowing a bigger scale of self-change imaginable (pp. 299).

Certain social controls must be set in place for that person to understand there must be a change taking place (Goffman, 1961). Class of adjustments need to be made, both on inmate and staff parts (pp. 299). Social establishments can create some misconceptions; some do not accept the official view of how they should be acting or what actions are needed to make more advancement. With the help of close family and friends, these individuals can set up a system for success (pp. 304).

Week 2: Getting Away from the Gang

For Week 2, I used the JSTOR and EBSCO engines to identify article with key word combinations for corrections, rehabilitation, and learning how to cope with leaving the gang. I found only two pertinent sources. These two sources are looked from both perspectives of administration and inmates. Through my interpretation of these articles I was able to conclude that the contributions from both sides would be able to create an inclusive idea.

Certain framework that contains morals, values and symbiotic assumptions, can create a basis for solidarity and divisiveness (Goffman, 1961). Having a system where someone is the server and the other is the served, generates unity and a balance between people (pp. 323). There are certain definitions of server and served; there is a sequence of individuals that all play a vital role. These people are the safety net for specific individual who are needing extra help with staying on the path that has been set (pp. 324).

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Gamo (2013) studied a Philippine prison system that focused on an inmate's perspective. Officials took an in-depth look at the way inmates were treated historically. Administration wanted to know from an inmate's view point how they could change how they were treated. Officials investigated inmates' personas while incarcerated, how they adjusted to prison life, and how individuals work within prison lifestyle as well as their feelings on hands-on reintegration exposes several perceptions that are important in the contribution to the sociological understanding of current day rehabilitation methods. This study was able to get firsthand knowledge from inmates on how changes can be applied administratively to help correct treatment issues. These corrections would be to advance the opportunities of offering diverse types of rehabilitative programs.

Tarver (2001) looked at the American prison systems in the early 2000s. Tarver stated that with changing times, prisons populations would also become more diversified. This diversity creates a need for a wider range of prison programming. Female inmate populations have skyrocketed in the last two decades. Race, gender, and ethnicity are factors that have several types of programming needed for each category. These factors may influence how the program runs and the inmate's susceptibility to its contents. Every demographic is different; therefore, so should the programming.

The views of an organization can be completely different from the views of each individual participant (Goffman, 1961). Goffman basically states that if an individual is susceptible to receiving help, there is a greater chance at rehabilitation. In other terms, if the person receiving the help is not open minded about the process or the help being given there is less of a chance of a successful outcome (pp. 183).

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There is a connection when one offender realizes the potential of the outcomes of rehabilitation (Goffman, 1961). This connection is established and can allow other skeptical inmates to partake in rehabilitation as well. This balance is known as social exchange. In relation to social exchange there is also a “debt” to be paid once finished. This establishes a stabilized relationship between the individuals and the administrators. The rapport of the faculty has a significant impact on these social exchanges; i.e., group therapy sessions (pp. 276). There is always going to be a risk and reward when concerned with rehabilitation measures.

Week 3: Home Life

The topic for Week 3 is home life, which also framed in terms of the Week 2 emphasis on exiting the gang. On the JSTOR and EBSCO search engines I investigated such key words as corrections, rehabilitation, and positive mindset. I looked for key points in the titles that could be tied to the topic of rehabilitation and programming. I was pinpointing articles that had attributes on administrative, community views as well as how the courts are structured. There were three validating sources to getting out of the gang.

To offer understanding for organizations where their focus should be, or where to capitalize scarce resources for the highest amended changes, the main needs of the facility must be arranged (Jackson et al., 2015). When these needs are arranged according to importance, it gives the inmates a sense of stability, leading to a more positive mindset. There are many different attributes needed to create an efficient and successful programming for inmates of a diverse population. By looking into various

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aspects of programming, one may find it easier to realize that there are many different situations on both spectrums of the correctional system.

Wilkinson (2008) defines his 35-year career as an administration worker in corrections. By looking back at numerous factors and methods used to produce appropriated prison programming, Wilkinson believes evidence-based practices could be helpful. These practices could shape the foundation for inmates and their psychological needs.

Miller (2007) looks at the infrastructure of how therapeutic courts are structured. This approach takes an alternative look into how disregarding the political muddle and bureaucracy of the criminal justice system can alter the inmate's situation. The more liberal approach uses a method that consists of adapting individualized plans to fit the inmate's therapeutic needs. Individualizing program for specific demographics can increase effectiveness. Therapeutic needs include mental health, drugs, and gang involvement.

Week 4: Appearance

For Week 4 lesson plan on appearance, I searched JSTOR and EBSCO for corrections, rehabilitation, and a variety of topics related to personal appearance, including body language, clothing choices, and gang colors. There were no results for my specified searches. I wanted to locate articles that substantiated the importance of outward appearance as well as the public's perception. Appearance is very important issue. However, in relations to gangs and appearance I could not locate any articles.

However, I located a website that supported my program detail (Shukla, 2009). There were different ways listed why personal appearance is important. One would be to

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make a good impression in social situations, like work or an interview. Another reason for maintaining personal appearance would be to foster self-esteem.

Week 5: Safety Net

The fifth week's topic is safety nets, which are trusted family members or member of the community that help an offender keep a reign on their rehabilitation. On JSTOR I searched for corrections, rehabilitation, and safety nets or counseling. On EBSCO I searched corrections, rehabilitation and recovery, as well as rehabilitation and friends. There were over 100 possible articles, in which none stood out. I was looking for articles titles that included some type of wording referencing correctional counseling, rehabilitative support, recovery help with drugs/alcohol, etc. Instead, the articles I saw focused on types of rehab, e.g., couples, father/son or family oriented. There were none that focused on correctional safety nets.

However, I was able to back up each key component of the program using the edited volume of Emile Durkheim's writings called *On Morality and Society* (Durkheim & Bellah, 1973). There are theoretical antiquities that can apply to these concepts that make their credibility to the program more substantive. In chapter 1, "Sociology in France in the Nineteenth Century," Durkheim exclaims that we try to follow an exact limited collection of facts except for the truths for we are searching. These facts can relate to laws, moral beliefs, and even the ethnography of the community. Durkheim is trying to make a notion that when one focuses in on specific matters, the more inadequate troubles can be fixed. These troubles are less problematic and can be addressed in a more fashionable time. Auguste Comte, who is the father of sociology, called this the era of specialization (p. 15). This is relatable to the safety nets topic because it established a

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basis of trust and what it means to keep people in your life that follow the same values that you have. One maintaining positive relationships with likeminded people one can establish a bond that is like no other. This type of relationship also falls into a religious category of believing there is a higher power that has our life plan established.

Chapter 12, “Elementary Forms of Religious Life,” concerns religion and religions connections. Durkheim says, “There are no gospels which are immortal, but neither is there any reason for believing humanity is incapable of inventing new ones” (p. 202). Connecting this statement to the use of church programs to help those in either gangs or in addictions is powerful. The perception of this statement is giving the reader the understanding that there is always room to make changes in one’s life. There are fundamental knowledges that make science a being of a religious origin; the relationship between religion and logic is more profound. Durkheim states that if religion and logic are profoundly related then the use of logical understanding in one’s social life would be more conjoined (p. 206).

One paragraph that stood out to correspond with the use of church programs for gang diversion (p. 209). The use of religions is extremely common in most communities, which are all operated by unique sets of intelligence. When these diverse sets of knowledge are imparted on others it gives one a more distinctive set of ideologies that can nourish off each other. In one’s conscious presence is even marginally reformed for the better than the changes that take place in his or her environment can only be of a bigger significance. This can help the succession of growth for the mental prominence of the whole community (p. 209).

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Connecting religion and rehabilitation is important. When an inmate feels inclusive in a group there is a greater chance of overcoming troublesome issues. Inmates are shunned from society. The inclusion into a group, like a religious organization, can have extreme positive effects on individuals. There are various aspects that can feed off of religion; self-esteem, psychological natures and levels of sociological importance.

Week 6: Education

Week 6 focuses on how education is an important key in reducing recidivism. I searched on JSTOR and EBSCO for corrections, rehabilitation, and education as well as prison and education. I found three titles positively and negatively correlating education in prisons.

Over the past few decades, postsecondary education has been disappearing from American prison systems (Lockard & Rankins-Robertson, 2011). When there is a positive university-prison partnership, there could be numerous possibilities on how to administer such programming to a prison population. Researchers in an English department partnered with the Penitentiary of New Mexico to initiate an online writing internship. The technological aspects of this program are what make it the best for prison usage. The inmates are self-teachers, yet reaping benefits of a college level class. This is pertinent because it could be useful for the educational aspect of the gang diversion program.

Stevens and Ward (1997, pp. 106-11) show substantiated evidence on how college degrees do in fact change recidivism rates. Despite the fact this validated proof is twenty years old, prison administrations to this day still lack the ability to understand the needs of incarcerated individuals (pp. 11). Stevens and Ward examined 60 incarcerated

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students who received their associates degree which were compared to 60 inmates who did not receive an education while in prison. Figures were gathered as well from 30 states on education and recidivism rates. Results from this study should be ordinary knowledge, when a person has an education and legal means of making a living their chance of reoffending is virtually nonexistent.

Results were drawn from the North Carolina Department of Corrections look at how educations in prison make a difference after release (Stevens & Ward, 1997). Inmates who had received a bachelors or associates degree while incarcerated were tracked after release. Those inmates who received an associates and/or baccalaureate degree while imprisoned leaned toward being more significant and productive members of society. Inmates who chose to not further their education in prison tended to fall back into the criminal lifestyle.

There are a few reasons why adult education in the prisons is lacking. Haulard (2001) states that the Student Transition Education Employment Program (STEEP) is a prime case of an efficacious programming that is no longer in action because of deficiency of federal subsidy. STEEP offered trades such as plumbing, carpentry and electrical. These programs were offered if the inmate was either getting their high school diploma or taking college classes. There was one major obstacle, most of the prison populations education level was at 8th grade. This leads to needing to provide those inmates with GED's before they can obtain higher education. This could lead to higher costs and delay in programming.

Week 7: Criminal Values vs. Realistic Values

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Week 7 focuses on the key differences between criminal and realistic values. I searched JSTOR and EBSCO and was unable to locate any articles. However, I found the edited work of Georg Simmel, *On Individuals and Social Forms* (1971), which helps when he details different measures of how individuals make distinct choices and different social repercussions or advancements that follow. In relation to the natures of social types of how to avoid different situations, Simmel makes definitive marks in these categories.

According to Simmel, there are different social types—the Stranger, the Poor, the Miser, the Spendthrift, the Adventurer, and the Nobility (pp. 143-199). For the distinction of this paper and its contents, we will look at the Adventurer and the correlation between attributes and social abilities. This social type is self-centered and seeks a depth of gratification with the experience it wards, either positive or negative (p. 187).

The Adventurer is someone who wants excitement even if it is criminal. This type of individual lacks the capability to view life. This can become complicated in terms of how that person communicates and goes about daily life. The adventurer goes to where they know, even if that territory is detrimental to their sustainability of life. This social type lacks the efficiency to read through harmful situations and their outcomes (p. 189).

A gang member can be considered the Adventurer due to their unsure nature and their sporadic, yet dangerous movements. The Adventurer must understand that when trying to avoid situations that are harmful; there must be a change in their movements as well as their mindsets. Immediate gratification is something that needs to be addressed; there are going to be situations where the outcome needs to be thought of before the action (Sharkey, Shekhtmeyster, Chavez-Lopez, Norris, & Sass, 2011). Simmel calls the

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Adventurer, a gambler; they gamble small yet profound details of life (p. 190). This is applicable because it relates to the volatile and unsteady nature of a gang member.

CONCLUSION

Coyle (2003, p. 79) proclaims that humane treatment within prison setting is a crucial aspect to rehabilitation. Going to prison is punishment; the problems that arise within the institutions should not be. Punishments need to be in accordance with the type of crime committed; STG affiliated inmates do not have that accordance. At OSP any STG affiliated inmate is placed in a 23-hour single cell lockdown regardless of crime committed or prison conduct. This procedure helps control the physical and verbal exchanges between gangs.

By applying various solutions there is a strong possibility to rehabilitate gang members and keep them out of the gang. Through my research I have concluded that individualistic programs are better suited for gang members. There are three ways that suit gang rehabilitation best. One is because of the changing dynamics as well as the fact that each gang member is not the same. With individualized institutional programming the gang members ready to escape such lifestyle have a means to do so in accordance with what their community has to offer. Another benefit of individualized institutional programming is that it allows the reintegration process to go smoother because the individual was given an opportunity to use their own community resources.

This process has truly given me deep insight into which aspects of gang diversion are most important. The knowledge I have gained is a fruitful contribution to the field of corrections, and specifically re-entry programs.

Officers and the interactions between inmates are vital in the success of the prison overall. Governments would be better served by seeking a middle way between brute-force anti-gang repression and purely accommodative approaches—in short, a

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containment strategy. Such an approach would frankly acknowledge gang power on the streets and within prisons. Administration from many prison organizations conveyed an upsurge in the percentage of security threat group (STG) members over the past several years, the criminal organizations sophistication heightened as well. There was never a precise indication of which way worked well at diminishing gang affiliation. Aside from the oppositions, there was never proper evaluation of the effectiveness of their existing gang supervision intercessions. A deficiency of rehabilitative junctures for gang affiliates characterizes one inadequacy in the specifications of gang strategies in stated dominions.

This research over the past year and a half has widened my view point the correctional rehabilitation programming system. My viewpoint on correctional rehabilitation before this project was the same as when I finished. Options are limited, but through strategical planning and funding it is possible. There are many various aspects to factor into programming, from inmate needs and their behaviors, administrative requirements, federal and local compliances, to staff contribution and resources. By looking into all possible contributors, it is more well-rounded when establishing the necessary steps for such programming.

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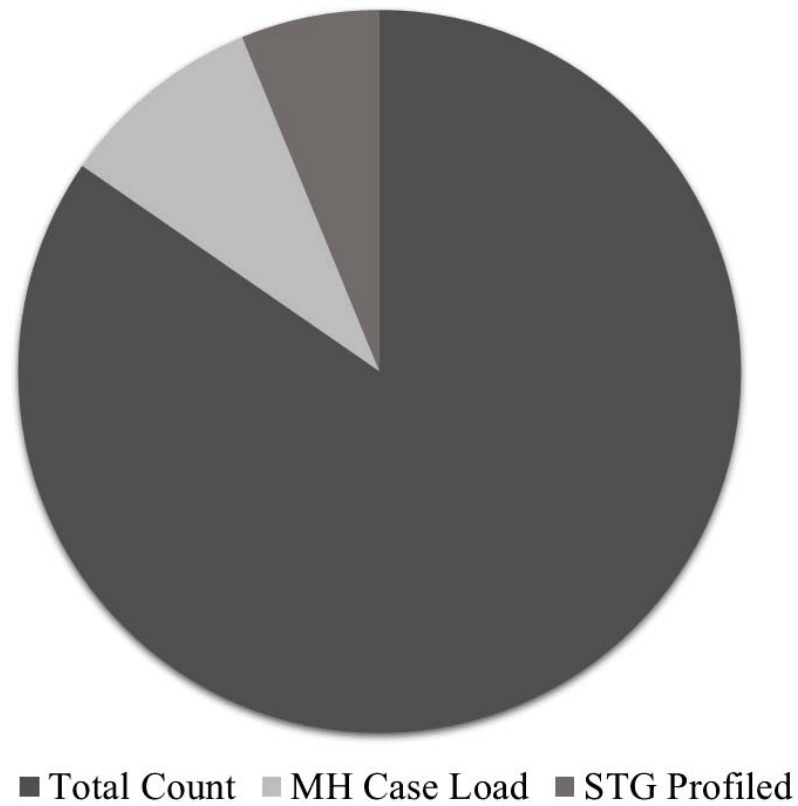
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Graph 1

Inmates by Case Load and Threat

MH Case Load/STG

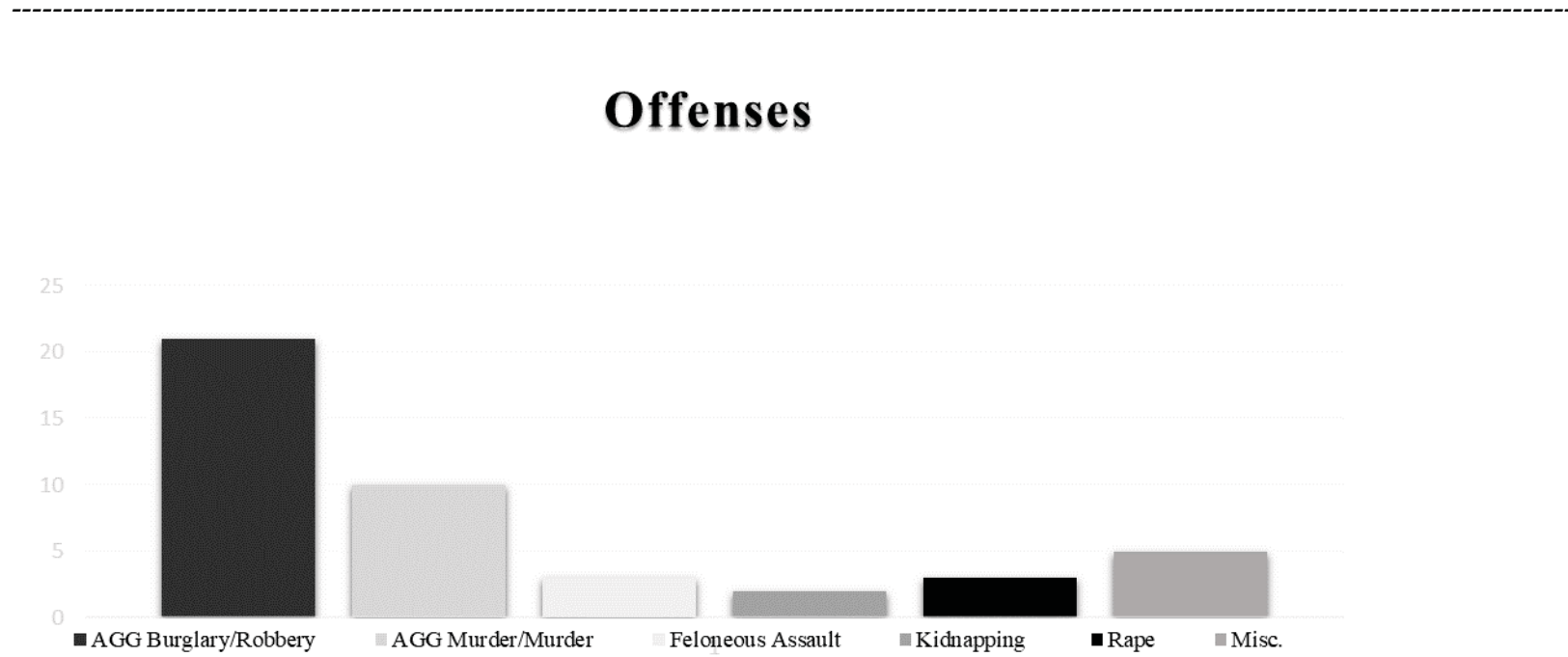


Source: Sample (2017)

Gang Diversion Program

Graph 2

Offenses within Target Population

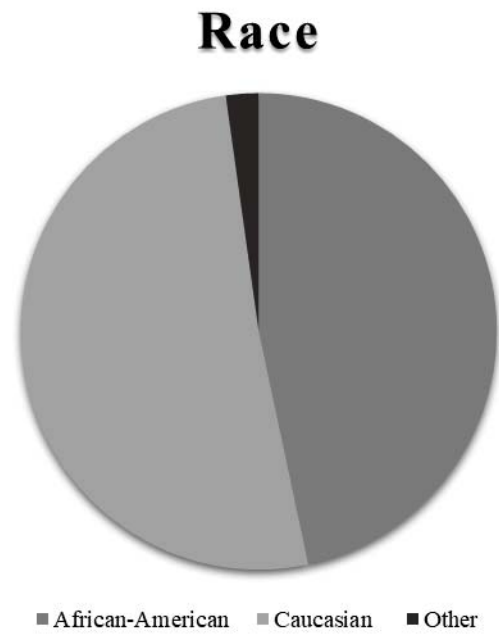


Source: Sample (2017)

Gang Diversion Program

Graph 3

Race within Target Population



Source: Sample (2017)

Gang Diversion Program

Table 1

Curriculum Outline

Week	Associated Topics
Week 1: Introduction	<ul style="list-style-type: none">• Program Purpose• Correct Utilization of Program resources
Week 2: Getting Away from the Gang	<ul style="list-style-type: none">• Avoidance (out of sight, out of mind)• High risk places/situations• “Escape Skills”• Why do people leave the gang• POSSIBLE guest speaker
Week 3: Home Life/Getting Out of the “Neighborhood”	<p>If home life isn’t great; must find a way to stay positive</p> <ul style="list-style-type: none">• Positive mindset• Community Resources <p>A Find a legal job</p> <p>B. Join a church- FAITH BASED ACTIVITIES</p> <p>C. Volunteer</p> <p>D. Mentor troubled youth</p> <p>E. Be a parent to your children</p> <ul style="list-style-type: none">• Avoid trouble• Plan ahead to avoid gang areas

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- Plan to travel when you know the gang won't be on the street
- Week 4: Appearance
- How you look/act may send wrong message
 - Appear how you want to be perceived
 - Body language- NO gang signs
 - Speech- do no use the gang lingo
- Week 5: Safety Net
- Counselors/friends/family/clergy
 - Identify 5-7 people who can provide unconditional support
 - Identify possible ways to relapse, and a create a plan so you don't.
- Week 6: Education/Staying Away from the Gang
- Coping skills- gangs are not a safe alternative
 - Mental Health Speakers from OSP
 - Promotion that education is the key for success
- Week 7: Criminal Values vs. Realistic Values
- Respect Self- then others
 - Define difference between criminal and realistic values
 - Originality--BE YOURSELF
- Week 8: Graduate Program
- Certificate Award

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Table 2

Gang Diversion Curriculum

Weeks	1	2	3	4	5	6	7	8
Topic	Introduction	Getting away from the gang	Home life/getting out of the neighborhood	Appearance	Safety Net	Education/staying away from the gang	Criminal vs. realistic values	Graduation Program
Details	Correct utilization of program resources	Avoidance, “Escape Skills”, Why do people leave the gang	Stay Positive, Community resources, find a legal job, volunteer, mentor, etc.	Send the right message, Body language, speech	Trusted individuals, identify, Avoid relapse	Coping skills, Promote education	Respect, define values, originality	Certificate award
N/A	433	44	0	83	198	45	N/A	N/A
N/A	2 Gamo, 2013. Tarver, 2001.	3 Jackson, et al., 2015. Wilkinson, 2008. Miller, 2007.	0	0	2 Haulard, 2001 Stevens and Ward, 1997.	0	N/A	N/A