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## ***Gangs in North Carolina: A 2009 Report to the General Assembly***

### ***Introduction***

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Beginning with the 2006-2007 legislative session, the General Assembly has appropriated funds on an annual basis to the Governor's Crime Commission for the purpose of funding state and local gang intervention, prevention and suppression programs. Pursuant to Session Law 2008-187 this study reports on the progress and accomplishments of those grant programs that were funded through the 2006-2007 and 2007-2008 state appropriations. Emphasis will be placed on assessing these grant programs based on their individual and unique goals and objectives as defined and originally written in the grant application. Significant highlights or success stories will also be included in an effort to document the impact and efficacy of these programs on reducing gang activities in the local communities. Performance measurement data is included and analyzed where applicable in an effort to provide quantitative support for program impact.

This report also includes an update on the nature and extent of gang activity across North Carolina drawing upon data as extracted from the state's new GangNET information database. Aggregate state data as well as some county level information is provided on the number of agencies using the system and on the total number of gangs and gang members which have been validated and entered into the database. Limitations of this data and its uses are discussed in order to provide the reader with a better understanding of this new system and to clarify the interpretation of the numbers being reported as a snapshot of gangs and gang activity and not as a definitive count on the exact number of gangs in the state.

### ***Update on the North Carolina GangNET System***

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North Carolina GangNET (NC GangNET) is a criminal justice gang intelligence database with information populated by trained and authorized users from law enforcement and correctional organizations. GangNET™ is web based entry and view product of SRA International Incorporated that provides a standardized format for local, state and federal law enforcement agencies to track intelligence information on gang members and gangs that have been entered by licensed and trained affiliates. Originally, data entry and view was limited to the licensed agency or group that entered the information. However, some states have entered into agreements to share view capabilities thus allowing for expanded regional searches.



North Carolina GangNET is divided into two administrative regions or nodes (*eastern and western*) and each data server is replicated to a central node server housed within the North Carolina Department of Justice (NC DOJ) Fusion Center. NC GangNET is governed by a steering committee that consists of members from law enforcement, Durham County Sheriff's Office (*location of the eastern node server and administration*), Charlotte Mecklenburg Police Department (*location of the western node server and administration*), Department of Justice, Department of Correction and personnel from the Governor's Crime Commission. Statewide training for NC GangNET is scheduled and administered by the two node administration groups and has been on an aggressive pace for the past two years. There are communities with trained users which have not entered any gang members into the system but have the ability to view information on information entered by neighboring agencies. This system can only be as good as the information that is willingly submitted by the authorized users.

### ***Current NC GangNET System Limitations***

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- ▶ Not all law enforcement agencies and selected corrections community threat group personnel have been trained.
- ▶ The final phase of mapping Department of Correction data into the system is not yet complete.
- ▶ Many smaller and mid-sized agencies with limited personnel may not have the manpower to enter data into the system.
- ▶ Some agencies continue to be reluctant to share intelligence information on validated and suspected gang members and affiliates.
- ▶ NC GangNET is a subject specific database (centered on the individual gang member, suspect or affiliate) and as such makes aggregate data on gangs, communities, or statewide numbers difficult to extract.
- ▶ View access in mobile data terminals is not uniformly accessible across agencies requiring many to be on dedicated desktop machines. It would be preferable that patrol officers could access the system from their mobile terminals; however, this is an issue of no standardized information technology specifications across agencies.

The NC GangNET Steering Committee is addressing each of these current limitations. While it is unlikely that many of the very small (less than 15 sworn law officers) law enforcement agencies will have the manpower to key gang member related intelligence into this database without assistance, larger agencies need to continue being encouraged to provide this information. In efforts to curb agency reluctance to share gang member information, the Governor's Crime Commission is linking gang grant funding to communities that provide GangNET information. This also provides a means of evidence based evaluation of gang activity trends. The Department of Correction "Threat Group" information is in the final phases of being mapped into the NC GangNET system. This would bring online



all current inmates validated as threat group participants and all probationers that have been identified as members of "Community Threat Groups." The Steering Committee has identified several products, including Task Force™ (a product of the company that developed GangNET) that will allow for statistical reports and the linkage of GangNET data with other criminal justice databases, while adhering to the requirements of 28CFR (*28 Code of Federal Regulations Part 23 are the guidelines for multijurisdictional criminal intelligence systems operated by law enforcement agencies*). Lastly, Wake County is the only county identified to have information technology issues with making NC GangNET viewable to their mobile terminals. The Steering Committee continues to encourage the availability of NC GangNET information to officers on patrol.

### ***Overview of North Carolina GangNET:***

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The North Carolina GangNET (NCGN) system has been designed to provide approved law enforcement and criminal justice agencies throughout the state of North Carolina who agree to participate with instant access to criminal gang intelligence tracking information. The objectives of the NCGN system are to expand the recognition and identification of criminal gangs, their members and activities; to increase officer safety by improving the sharing of information among multiple jurisdictions using computer technology; and to enhance community security through the prosecution and suppression of criminal gangs and their members. NCGN **is not** an

evidentiary tool, but rather, an information exchange specific to gang related affiliations based on law enforcement officer field notes, self identifying by an individual or other primary indicators. No photographs of individuals under 16 years of age may be maintained in this intelligence database.

In support of the specifications governed by 28CFR, several defining criteria have been standardized. NC GangNET is specified as a "right to know", "need to know" database of validated gang members, suspects and affiliates. Specifically, the following definitions apply:

- ▶ **Gang**- A group or association of three or more persons who may have a common identifying sign, symbol, or name and who individually or collectively engage in, or have engaged in, criminal activity which creates an atmosphere of fear and intimidation. Criminal activity includes juvenile acts that if committed by an adult would be a crime.
- ▶ **Hard Files** – Information that supports an entry into the NCGN system. This information will be maintained by each local agency and may include intelligence submissions, gang member identification criteria sheets, photos, field interview cards, reports or any other supporting documentation. Supporting documentation will be used in court rather than documentation from the NCGN system.
- ▶ **Need to Know** – Any local, state or federal law enforcement officer or support staff who has the need to obtain criminal offender record information in order to execute official responsibilities.
- ▶ **North Carolina GangNET (NCGN)** – A centralized criminal gang intelligence database. NCGN includes all hardware, software, facilities and procedures associated with the system.
- ▶ **Right to Know** - Any local, state or federal law enforcement officer or support staff who has the right to obtain criminal offender record information pursuant to court order, statute or decisional law.



At least two of the following criteria must be established for an individual to be a validated gang member. The sole exception is if an individual is a self admitted member of a gang.

1. **Self Admitted** - Subject has admitted to being a gang member.
2. **Gang Tattoos/Markings** - Subject is known to have gang tattoos or markings.
3. **Frequents Gang Areas** - Subject has been seen frequenting gang areas.
4. **Affiliates with Gang** - Subject has been seen by officer affiliating with documented gang members.
5. **Gang Hand Signs/Symbols** - Subject has been seen by officer displaying gang symbols or hand signs or writes graffiti.
6. **Gang Terminology or Language** - Subject uses gang language or terminology.
7. **Gang Dress** - Subject has been seen wearing gang dress.
8. **Physical Evidence** - Subject in possession of gang physical evidence or linked via physical evidence.

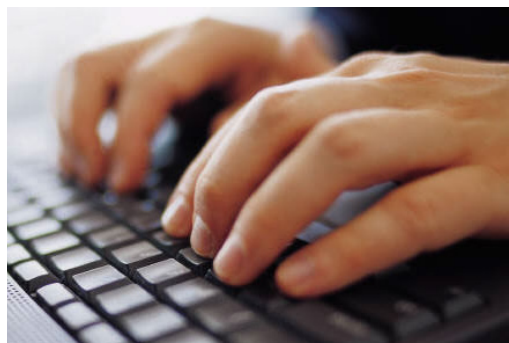
9. **Reliable Source** – Subject has been identified as a gang member by a reliable informant/source.
10. **Untested Source** - Subject has been identified as a gang member by an untested source.
11. **Gang Incident** - Subject has been involved in a criminal gang incident.
12. **Classification Admit** - In custody classification interview that occurs before entry into the jail or prison system where the subject admits gang membership in hopes of placement near other members of his gang.

Two other criteria exist for entering individuals into NCGN when they do not meet the minimum of two primary criteria.

- ▶ **Affiliate Submission Criteria** — The affiliate information is entered for the purpose of providing further identification, through an established relationship, of an existing NCGN gang member. There are two mandatory separate submission criteria established for entry of affiliates into a gang member’s record.
- ▶ **Suspected Gang Member Criteria** — Suspect information is entered for the purpose of collecting information to support future entry as a gang member or affiliate. There are two mandatory separate submission criteria established for entry of a “Suspected Gang Member”.

#### ***Access and authorization for the use of NC GangNET***

- ▶ Use of the NCGN system will be limited to approved law enforcement, community corrections (probation/parole) and District Attorney personnel that have a need to know/right to know and who have been subject to character or security clearance by the participating agency.
- ▶ An agency certified by the NC Criminal Justice Standards Commission as a Company Police Agency, Railroad Police Agency, Campus Police Agency or a Special Company Police Agency under authority of Chapter 74 E or Chapter 74 G of N.C.G.S. desiring access to NCGN must apply for membership. The application must include a copy of the agency certification issued by the NC Criminal Justice Standards Commission, a statement satisfying the requirements of 28CFR of the right to know and the need to know information contained in the NCGN database. It must also include a written recommendation for membership from the local NCGN participating law enforcement agency and the District Attorney’s Office with jurisdiction.
- ▶ Equipment used to access or store data for NCGN must be located in a secure location to protect against public viewing, theft, sabotage, natural and man made disasters and unauthorized access by assigned username and password.
- ▶ Recipients of NCGN information must have a need to know and a right to know in the performance of a law enforcement function. The audit trail will track all registered users. Registered users that look up information for users that are not in the system will login via the proxy login and document at a minimum the date of request, who requested the information, type of information requested and purpose of the request. Printouts shall contain the same information minus the description of what the investigator is looking for. All disseminations will be made in accordance with 28 CFR 23.





- ▶ All disseminated information will require a cover sheet identifying the attached papers as criminal intelligence material and governed by the applicable criminal intelligence laws. (NCGS 132-1.4, 12, 28 Code of Federal Regulations Part 23, 12 NCAC4F and other applicable state and federal laws.)
- ▶ Any and all reports or other related documentation that are generated from the NCGN system are intended *for law enforcement use only*.
- ▶ All photographic images entered into the North Carolina GangNET system must have been obtained and maintained in compliance with applicable federal, state and local laws and regulations related to the use and maintenance of photographic images of individuals. **No pictures of juveniles under 16 years of age will be entered into NCGN unless taken in accordance with NC General Statute and documented in the Field Interview section as such.**
- ▶ Information retained in NCGN will be reviewed and validated for compliance with submission criteria within a five year retention period. Information not updated within that period will be purged from the system. If the information is updated then the information will be maintained and the purge date will be extended for an additional five years from the new information date. A record which is deemed to have been entered in error, either through challenge or by improper validation, shall be immediately removed from the system by the person who entered the record.

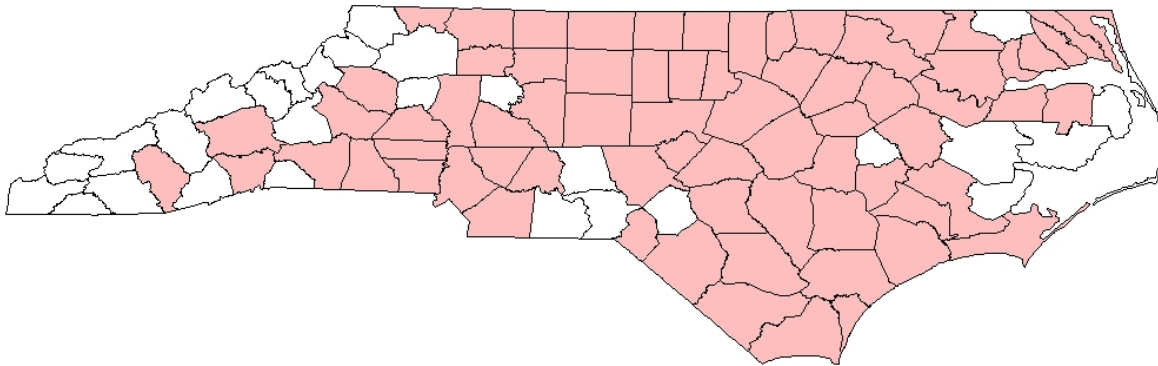
#### ***Juvenile Inclusion in the NC GangNET System:***

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The issue of the inclusion of juveniles has been discussed by many. The NC GangNET Steering Committee has sought advice and clarification from several sources in an effort to determine the propriety of including juveniles in this system. One law enforcement officer anecdotally stated that GangNET is not used for evidence in court; rather it is more like a scouting report that providing intelligence information to law enforcement of the tendencies and affiliations of suspects from other neighborhoods, towns or counties that they observe entering their jurisdiction or communicating with individuals in their community. The propriety of juvenile inclusion in NC GangNET is evidenced by the below circumstances:

- ▶ The Attorney General's Office determined there are no statewide standards that would prohibit juvenile inclusion in an intelligence database. The NCGN Steering Committee prohibits the inclusion of photographs of individuals under age 16. Inclusion of descriptive information on juveniles is left to the standards of the agency and jurisdiction entering data.
- ▶ NCGN data is informational only for the purposes of documenting the known activities of gang involved individuals, including juveniles and their continued involvement into adulthood.
- ▶ Maintaining this data under the standards set forth in 28 CFR is beneficial to the safety of law enforcement and correctional officers by providing validated background information on individuals they are confronting. It also assists in the safety of the individual when local jail or Department of Correction intake staff are aware of their status and affiliation to prevent housing them with members of conflicting sets.
- ▶ This information will provide researchers information on the longevity of gang involvement and other descriptive demographic information such as age of involvement.
- ▶ School and community safety are enhanced by the availability of accurate intelligence on gang affiliations for school resource officers and local law enforcement.

**Map 1: Counties with NC GangNET Trained Law Enforcement Personnel**



**Current NC GangNET Training and Gang Member Information:**

The Eastern node of NC GangNET, administered by the Durham County Sheriff’s Office, has trained representatives from 132 agencies in 47 counties. Durham was the pilot site for GangNET in North Carolina and has been actively training and including other agencies in GangNET since its inception. The Western node administered by the Charlotte Mecklenburg Police Department has trained representatives from 72 agencies in 24 counties. There are more than 2,000 trained users from over 200 law enforcement agencies in 72 counties across the state. It is used state-wide in the Department of Correction. With approximately 2,000 trained users, NC GangNET gang member records have been accessed over 155,000 times and gang records nearly 32,000 times since its inception. The map above provides an overview of the counties which have NC GangNET trained personnel in local law enforcement.

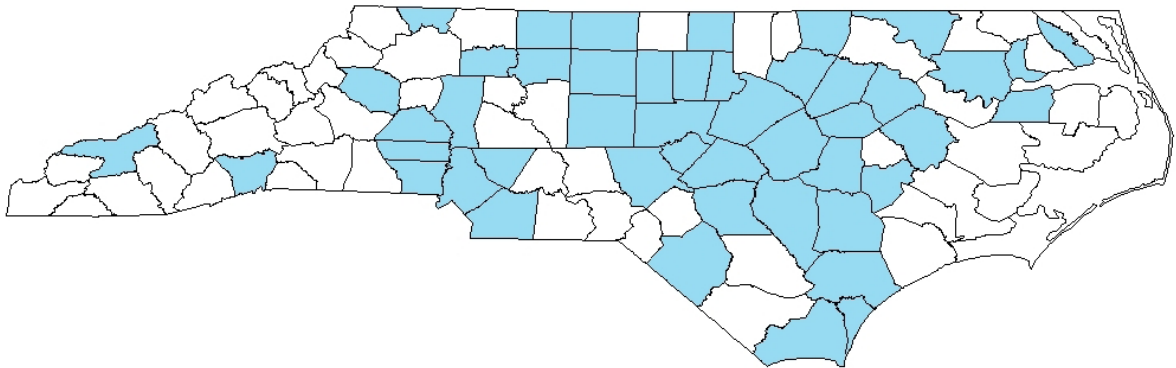
**Location of Gangs in NC GangNET:**

Law enforcement agencies are increasingly entering their gang intelligence information into the GangNET system. The single most common concern is the lack of manpower to enter information into GangNET that they must also enter into their own investigative records management systems. Most agencies have acknowledged the value of sharing information across the NC GangNET system and are rapidly populating the database with their gang information. Likewise, the North Carolina Governor’s Crime Commission (GCC) has also tied assignment of gang prevention, intervention and suppression grants to law enforcement agencies that are actively populating the GangNET database. Not only does this insure a more robust intelligence database of gang member information for law enforcement, it also allows the GCC Statistical Analysis Center the ability to provide an accurate assessment of the level of gang activity across the state.

The NC GangNET system currently indicates more than 855 gangs with greater than 7,679 validated gang members, nearly 1,185 gang affiliates and in excess of 1,186 gang suspects in 48 counties. Of the 855 gangs validated in the system, 446 are from eastern node counties and 409 are from western node counties. Due to the standardized definitional criteria within NC GangNET for gang members, gang affiliates and gang suspects, a more reliable description of gangs is emerging as compared to previous surveys that made little if any distinction between levels of gang involvement of individuals identified as associating among gangs. Map 2 at the top of the next page illustrates the counties that have populated the GangNET system with gang member and gang information.

**Future of GangNET for North Carolina:**

Since North Carolina began investing in the GangNET system, several other states and federal agencies have also invested in the product. Important to North Carolina is Florida, Georgia,

**Map 2: Current Geographic Disbursement of Gang Activity**

South Carolina, Virginia, Washington D.C., Maryland, the Federal Bureau of Investigation (FBI) and the United States Immigration and Customs Enforcement (ICE) all are utilizing the GangNET product. The company that provides GangNET has indicated there are only limited reasons why each of these agencies could not utilize a view-only global search of a gang member among all of these systems. For these states, it would mean that the entire southern portion of the Interstate 95 corridor could be searched for an individual apprehended or being investigated within this region. There are indications that ICE is moving to allow any licensed GangNET system access to also view their data on gang members and gangs. While there is no intention of any of these systems allowing agencies external to their system to actively write or save any information, the ability to enter an identifiable name and determine if their activity is limited to a jurisdiction, state or multiple states will allow law enforcement the intelligence needed to make safe and timely investigations.

There is also potential for a GangNET search including investigative or criminal databases as well. This type of search would require the aggregation of many disparate data systems in a view-only search to provide information on an individual in GangNET and criminal records or warrant searches. This would greatly enhance the ability of the trained GangNET user to identify additional information on a suspect and enhance public safety by expanding the capabilities of a search from GangNET. Since GangNET is governed by 28 CFR, only GangNET users would be able to conduct this type of search; other types of criminal information searches would not be able to search into GangNET. This allows expanded GangNET searches while protecting intelligence information from being obtained, thus protecting the intelligence information and the rights of individuals identified in the GangNET system.

As the North Carolina Department of Correction (DOC) information on "Security Threat Groups" and their membership is migrated to NC GangNET, local law enforcement will have greater knowledge of individuals being released into their communities. Likewise, DOC intake officers will be able to review GangNET to determine if there is any documented gang activity among new entrants to the Division of Prisons and the Division of Community Corrections. Probation officers assigned to monitor individuals identified as members of "Community Threat Groups" will have access to GangNET which will help provide a clearer picture of the gang associates of the individual and other information that can promote community safety. These DOC information exchanges to the GangNET system will greatly increase the current number of identified members within the state.

**Conclusion**

The GangNET system is currently helping identify communities with an active gang presence and ongoing problems. The continued growth of the system and increased cooperation in populating the database will greatly enhance law enforcement's ability to identify gang members and gang activities and provide a standardized base of information for the Crime

Commission to more accurately answer limited questions on the aggregate activities of gangs in communities across the state. This information will insure more evidence for focusing gang prevention and suppression grant funding to communities with expressed needs. Gang trends will be more easily and rapidly ascertained providing for directed funding and enforcement. With the future ability to not only search North Carolina information, but also other states and federal GangNET systems, law enforcement can more accurately determine the involvement of suspects. This will be extremely important to communities in bordering towns and cities such as Charlotte, North Carolina and Rock Hill, South Carolina. Since gangs and gang members are not limited by the borders of states, counties, cities or towns, law enforcement must be able to access all intelligence information existing between the bordering communities as well.

North Carolina GangNET provides a platform for enhanced community and law enforcement safety, rapid electronic identification of suspects, reduced investigative time, standardized statistical information and tracking of gang trends. This system offers a real time information shared source of the activities of gang members and the gangs they associate with. The ability to better determine demographic elements of gang members, such as the average age at first contact with law enforcement, can be used to focus age, gender or ethnic specific intervention programs. Future enhancements of the system include an interface with Google Map™ which will allow for geographic tracking in Version 8 which is due for release later this year. The system offers community safety, proactive law enforcement and prevention and a means to identify targeted individuals and areas within communities for programs to be more effective in combating this troubling problem.



## Summary of Gang Grants Awarded in 2006-2007 Grant Cycle

### Comprehensive Gang Initiative Program



Implementing Agency: Cabarrus County Sheriff's Office  
 Area Served: Cabarrus County  
 Director: Captain Phillip Patterson, (704) 920-3005  
 Funding: \$100,006

The strategies behind the Comprehensive Gang Initiative Program are to develop and implement a countywide attack on its gang problem which is most troubling in its school systems and community. The project uses data and intelligence gathering, enforcement strategies and prevention and intervention activities to reduce gang activity. Officials have identified at least a dozen gangs, most of which have national affiliations such as the Crips, MS-13, KKK, Black Piston's, Brown Pride, Aryan Brotherhood and Sur13. They have been linked to many serious crimes in Cabarrus County.

A collaboration of community partners assembled by the Project Safe Neighborhoods (PSN) Executive Committee for Cabarrus County is guiding strategy based on:

- ▶ Investigations – A countywide intelligence data base will be built using surveillance equipment and data management technology.
- ▶ Prevention – A team of law enforcement officers will be sent to the Chicago Police Department for an internship in gang prevention. Additionally, they will be trained on-site in gang awareness and prevention techniques to offer community education briefings.



**Crip Graffiti with the six-pointed star and eight-ball.**

### Objectives

The Comprehensive Gang Initiative Program seeks to provide Cabarrus County with the capability to implement effective, comprehensive gang prevention and control programs with the following goals:

- ▶ Disseminate effective gang prevention to schools, agencies, groups and churches.
- ▶ Identify and remove graffiti from each affected neighborhood.
- ▶ Identify programs for prevention, controlling gang-related drug trafficking and violence.
- ▶ Create a gang database that includes entry into DCI and GangNET.

### Accomplishments

The Cabarrus County Regional Gang Intelligence Network meets monthly to discuss equipment needs to carry out best practices for intelligence gathering and to share gang intelligence information among other law entities that is gathered from schools, businesses and citizen leads. All participating agencies have had gang investigators trained for GangNET use. Investigators are also in the process of training other agency personnel how to access read-only data in GangNET for use in the field. The Network has also disseminated a gang prevention message through gang presentations to schools, civic groups, neighborhood and community programs, churches,

businesses and service providers. Prevention programs from Gang Resistance Education and Training (GREAT) and the Boys and Girls Club of Cabarrus County are offered to youth at-risk and their families. In particular the project has:

- ▶ Provided instructional resources to Kannapolis and Cabarrus County School systems and printed informational gang booklets to warn the public of the dangers of gangs and methods to confront gang activities.
- ▶ Noted and photographed all gang graffiti. The City of Concord has passed an ordinance to remove graffiti.
- ▶ Partnered with the Boys and Girls Club with the 'Street Smart' anti-gang training. Project staff held stakeholder meetings with school systems, the parks and recreation department, social workers and law enforcement agencies to begin a comprehensive approach to reduce at-risk youth gang involvement.
- ▶ Worked with the schools, Department of Correction, probation and the jail to identify gang members and build a GangNET database.

***GRIP: Gang Resistance and Intervention Program***



Implementing Agency: Chatham County Sheriff's Office  
Area Served: Chatham County  
Project Director: Captain Charles Gardner, (919) 542-2811  
Funding: \$99,982

The Chatham County Sheriff's Office is developing a multi-jurisdictional partnership to develop a countywide system for tracking, analyzing and reporting gang activity. The system, GRIP: Gang Resistance and Intervention Program, enhances gang prevention and intervention through public and school education and specialized programs. Citizens and a coalition of community leaders are acting to build a comprehensive anti-gang strategy with associated capacity to confront gangs. They are doing this with a three pronged plan to educate the community and prevent and intervene in gang activity.

***Objectives***

The project aims to fill the service gaps in the anti-gang strategy. It also seeks to ensure that all law enforcement officers, schools and others involved with juveniles have current information on gang activities thereby enfoldng them in the countywide strategy to address gangs. It will reduce youth participation in gangs through enhanced prevention and intervention strategies such as Gang Resistance Education and Training (GREAT) and providing more out-of-school opportunities for youth. This strategy requires a large resources development campaign.

- ▶ Sustainable Gang Intelligence - Implement a sustainable system for monitoring, analyzing and reporting gang related activities in the county that involves all law enforcement agencies, court officials, schools and organizations that work with juveniles.
- ▶ Communications and Networking – Develop communications and networking with other law enforcement agencies in surrounding counties and around the state to stay up to date on trends and identify possible connections with gang activity.
- ▶ Gang Prevention Education – Provide gang prevention education in schools via the GREAT program.

- ▶ Public Outreach – Develop and offer public outreach to increase overall awareness of gang activity in the county.
- ▶ Gang Task Force – Form a countywide gang task force collaborative partnership to assess gang activity and identify and initiate appropriate strategies for prevention, intervention and suppression.
- ▶ After School Programming – Involve the countywide task force in seeking funding for after school programming.

**Accomplishments**

All goals have been met or exceeded in 2008.

- ▶ Sustainable Gang Intelligence – Productive gang intelligence is being gathered regularly. Gang activity including graffiti and crimes are being monitored and reported.
- ▶ Communications and Networking – Ninety-five gang members have been entered into GangNET, 139 incidents including graffiti which have been removed.
- ▶ Gang Prevention Education – The Gang Coordinator, Cpl. Raymond Barrios, and the Division Commander, Captain Charles Gardner, have taught over 50 classes to over 1000 citizens, especially children at-risk of gang involvement.
- ▶ Public Outreach – Information and resources are shared with neighboring municipalities.
- ▶ Gang Task Force –After School Programming – Since the inception of GRIP, the Chatham County Sheriff’s Office has established a county-wide gang task force with growing participation and membership. After school programming is implemented and comprehensive to include the sponsorship of a summer camp for 25 at-risk students from throughout the county.

There are numerous and growing success stories. A South Side 13<sup>th</sup> gang member returned to productivity and community. He is working with the Hispanic Liaison in their anti-gang program where he is very involved with the youth group. He also works at St. Julia’s Church as a youth group leader where he also reads for the church congregation. He is on track to graduate from high school this year.

Carl Thompson, Chatham County Commissioner, stated that Captain Gardner’s gang class was one of the most informative classes he has attended. He said, “This is eye-opening stuff; I had no idea we are facing these types of problems in Chatham County.”

**Crip graffiti defaces a Cabarrus County church.**



**Gang Task Force**



Implementing Agency: New Bern Police Department  
Area Served: Craven County  
Director: Chief Frank Palombo, (252) 672-4216  
Funding: \$96,620

The Gang Task Force project enables Craven County law enforcement agencies to better collaborate to deal with the rise in gang presence and its associated criminal activity. Regular task force meetings provide the opportunity for timely information sharing among law enforcement agencies. In addition, the project educates and informs citizens, including children, about the signs and patterns of criminal activity associated with the presence of gangs.

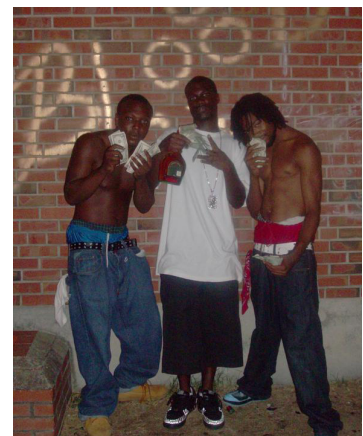
**Objectives**

The project aims to reduce illegal gangs and their activities by:

- ▶ Designating an officer in each participating agency to participate in monthly meetings at the New Bern Police Department in which information is shared concerning potential gang activity
- ▶ Using GangNET in all participating agencies
- ▶ Designing and distributing to the public literature and video training on gang recognition and prevention
- ▶ Addressing gang membership to school age children in a seminar setting, as the local school system recognizes the need to address gang membership and preventive measures

**Accomplishments**

- ▶ The task force continued to hold monthly meetings that initially started in June 2007. Every law enforcement agency in Craven County is represented at monthly meetings regularly, along with members from Craven Community College Campus Police and Security, the FBI Gang Task Force and NCIS agents from Camp Lejeune. Members of the task force continue to bring forth information on known and unverified gang members and their associates as well as details on their recent activities.
- ▶ The grant has allowed the task force to utilize GangNET. Two laptops and a projector have been purchased for the New Bern Police Department. GangNET training occurred November 27-28, 2007 for half of the task force. The second half of the task force was trained January 24-25, 2008. The task force is progressively growing and expanding and plans have been made for members not yet trained on GangNET to be scheduled for training at the nearest available date.
- ▶ Presentations created by members of the Craven County Gang Task Force are viewed at monthly meetings as a method of information exchange and training. Members have developed literature and video presentations on gang prevention and recognition. Members



**Blood gang members flash signs and money.**

of the task force train on recognizing signs, symbols, graffiti and behavior in the community to better recognize where a gang presence exists. Members have been able to return to their respective agencies and educate other officers.

- ▶ The Craven County Gang Task Force has designed and distributed literature, video presentations, brochures, notepads, pencils and other items on gang recognition and prevention to bring awareness to gang activity. The brochures address gang signs, symbols, graffiti and behavior in an effort to educate the public, especially parents. Videos are used at public safety events to create another avenue of educating the public. This has allowed citizens to recognize gang activity within families, schools and communities and to share gang information tips to local law enforcement agencies in their area. Gang presentations have been held with Housing and Urban Development inspectors, public school administrators, community watch groups, community youth-based organizations.
- ▶ Several task force members have given presentations to school-age children in the community and in schools. Gang presentations have been held with children who participated in the 2008 Cops & Kids "Reaching Our Youth" Summer Day Camp. Members of the task force attended a Youth Awareness Day in Craven Terrace Housing area, a local low-income community, and spoke to youth on gang awareness and the dangers of getting involved with gangs. Recently, Craven County school resource officers have noticed a decrease in gang behaviors and activity due to a restriction on gang dress, which has decreased incidents of fights and injuries.
- ▶ Between July and December 2008, agencies representing the task force have made a combined 142 gang-related and gang member arrests.

*"Through receiving the grant from the Governor's Crime Commission with a mandate to form a task force, the local agencies that have come together are committed to this project and will continue for years to come. Had the grant not directed a task force start, all participants that are involved in this effort would be missing an exceptional opportunity for information exchange. Creating the Craven County Gang Task Force has opened valuable lines of communication within local law enforcement agencies, corrections officers and social service workers. The relationships built in the task force meetings will allow all agencies to work together on future endeavors. All participants are committed to continuing the task force and are vested in its success."*

— Excerpt from GCC progress report submitted by New Bern Police Chief Frank Palombo

### **Gang Resistance**



Implementing Agency: Duplin County Sheriff's Office  
 Area Served: Duplin County  
 Director: Sheriff Blake Wallace, (910) 296-2150  
 Funding: \$74,964 General Assembly

The Gang Resistance grant will help pay overtime for law enforcement anti-gang activities. Duplin County is experiencing significant increases in gang activity. For example, the MS-13, is responsible for murder, home invasions, drug trafficking and armed robberies. The sheriff heads a multi-agency task force which includes the State Bureau of Investigation, Federal Bureau of Investigation, Immigration and Naturalization Service and the Alcohol Tobacco and Firearms agency to meet gang activity head on.



**Objectives**

The increased officer presence will:

- ▶ Increase arrests of gang-related crime.
- ▶ Set up Community Watch programs.
- ▶ Begin primary school anti-gang education such as GREAT.



**Documentation of El Salvadoran gang tattoos.**

**Accomplishments**

- ▶ The number of arrested local gang leaders, relocated gang leaders and gang members with outstanding warrants has increased.
- ▶ There are over 24 gangs in the greater Duplin County area. Program staff gave gang awareness presentations to schools, churches, youth groups and business organizations. Presentations were given to administration personnel of 14 local schools. Community check points increased.
- ▶ The project officer is in the school system presenting GREAT, which focuses on self-protection and avoidance of "high risk" situations. Literature on gang identification and prevention is being distributed in schools and the community. Classes on gang awareness are being given at the local college.

Officer Ben Parrish stated, "With the assistance of the grant, over 45 local gang members have been validated. Information is presently being gathered on MS 13 leadership who are active in Duplin."

**Gang Intelligence and Prevention Officer**



Implementing Agency: Edgecombe County Sheriff's Office

Area Served: Edgecombe County

Director: Sheriff James Knight, (252) 641-7915

Funding: \$68,470

This project establishes a gang intelligence office under the leadership of the sheriff. Edgecombe County is experiencing a sudden growth of gangs. What is most disturbing is that gang recruitment and activities are centered in primary schools, especially at county middle schools. Local community advocates, decision makers and leaders looked to the sheriff for a plan of action. That action began, with this grant, a permanent task force to prevent gang growth and gang activity and to educate the public about the county gang problem and what to do about it.

**Objectives**

The anti-gang task force, coordinated by the new gang intelligence and prevention officer, seeks to disrupt illegal gang activities, educate the public about gangs and lessen the negative impact gangs have on the community by:

- ▶ Identifying gangs and gang members in the Edgecombe County area.
- ▶ Educating the public on the gangs operating in their community.

- ▶ Conducting operations to disrupt gang activity.
- ▶ Conducting detention officer gang education and identification classes.
- ▶ Implementing housing and community clean-up programs.

**Accomplishments**

- ▶ During the first year, program officials identified 13 active gangs that are actively recruiting community youth in neighborhoods and schools. There have been 33 gang members identified and 200 individuals under watch for gang involvement.
- ▶ Program officials have given 26 public information seminars attended by 1,245 people.
- ▶ Program officials have counseled and educated teachers, parents and students at-risk of gang involvement or involved with gangs, by lecturing at school and community events usually at the invitation of community advocates and teachers.
- ▶ Detention officers received training on how to identify local gangs/gang members by their hand signs, dress and graffiti. They were also instructed on the Gang-Net forms used to document and validate gang members. Since then, a detention officer has begun gang intelligence training.
- ▶ Program staff met with managers of four county apartment complexes. Steps were taken to initiate community clean-up projects which should be completed this summer.



**An Edgecombe County officer documents gang graffiti.**

During the second year of this program, awareness initiatives will continue and another detention officer will be trained as a gang officer. Other detention officers will receive gang training and previously trained officers will receive an update. Program staff continue to identify, document and validate active gangs and their members. More intensive gang disruption operations are planned. These operations will consist of enforcement projects that will be coordinated with narcotics investigators and other agencies' gang officers. A member of the department is on a federal safe streets task force which is targeting a local gang. There is continuous interagency coordination to bring federal narcotics and gun charges against targeted individuals.

**Gang Reduction and Education**



Implementing Agency: Tarboro Police Department  
 Area Served: Edgecombe County  
 Director: Lieutenant M.J. Boykin III, (252) 641-4283  
 Funding: \$36,854

The Gang Reduction and Education project allows members of the Tarboro Police Department's patrol division to work in conjunction with other local agencies by creating a multijurisdictional gang task force that will provide saturated patrols in areas where gang activity occurs. A gang prevention officer has set up an aggressive training schedule to educate the community, school faculty and uniform patrol officers on how to recognize the threat of gang activity.

**Objectives**

Gang activity reduction will be accomplished by:

- ▶ Educating departmental personnel in gang identification methods and suppression techniques
- ▶ Educating citizens and school administrators in gang awareness and identification
- ▶ Displaying a proactive presence in identifying and documenting supporting data on local gang members
- ▶ Displaying a proactive response to recognize areas of gang activity
- ▶ Sharing information among agencies inside and outside of the county
- ▶ Conducting saturation and suppression patrols in identified areas where gang activity is noted and where known gang members tend to frequent.



**Gang Graffiti spray painted on a Tarboro street.**

**Accomplishments**

Through December 2008 the following was accomplished:

- ▶ A gang education awareness and reduction officer was established in the department.
- ▶ Over 1,500 people received training in gang awareness, identification and exposure through departmental and public sector training. Educational sessions took place in public schools, civic organizations, faith based organizations and public forums and greatly increased the awareness level of gangs within the community. As a result, the police department received many tips from citizens regarding suspected gang activity.
- ▶ Positive saturation patrols provided formal and informal contact with suspected and known gang members, resulting in the reduction of serious index crimes.
- ▶ 70 persons were identified as gang members and information was shared within the county as well as with surrounding counties through GangNET.
- ▶ The Town of Tarboro implemented a graffiti removal ordinance.



**A student file folder covered with gang signs.**

Funding allowed the department to use greater proactive identification and suppression efforts that have proven effective in staying ahead of local gang activity within the jurisdiction. Educational sessions made community members realize that gangs exist in the community and that the problem not only deserves police intervention, but community-wide intervention.

*"Without funding from the Governor's Crime Commission our agency as well as many others across this great state would lag behind in the ever growing issues that we face today and in the future with gangs and gang-related activity."*

— Chief of Police Robert Cherry



“The efforts of the Tarboro Police Department have been a tremendous asset to the staff of Martin Middle School. Efforts in recognition and awareness have been instrumental in showing staff that gangs do exist here in our community and schools. Educating staff on what to look for has helped reduce school incidents.”

— Doug Martin, Principal of Martin Middle School

**Gang Surveillance**



Implementing Agency: Rocky Mount Police Department  
 Area Served: Rocky Mount and Surrounding Counties  
 Director: Sergeant Allen Moore, (252) 972-1475  
 Funding: \$22,718

The Gang Surveillance project funded the purchase of a pole camera surveillance system with night vision capabilities to allow indirect covert surveillance of gang activities that occur outside in urban areas. The system eliminates the need for direct observation and helps to ensure that officers are able to see natural behavior of gang members that do not realize they are being seen. An additional benefit is that activities are recorded to make a more credible account of events for use in the investigation and prosecution of criminal gang activity. Maintenance cost for the system is not considerable; therefore the system will be sustainable in the future without additional grant assistance. The surveillance system is used in Rocky Mount and surrounding areas. This project closed August 2007.

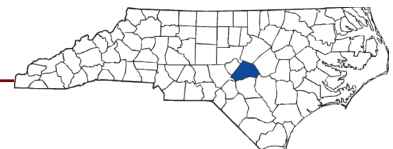
**Objectives**

The project aimed to curb criminal gang activity and improve the quality of life for residents by gathering intelligence on the associations and activities of gang members through indirect observations.

**Harnett Community Action**

See *Harnett Community Action 2007* for a summary of the activity that took place under this grant during 2006 and 2007.

**Gang Project**



Implementing Agency: Harnett County Sheriff’s Office  
 Area Served: Harnett County  
 Director: Major Gary McNeill, (910) 893-7103  
 Funding: \$75,662

This project establishes a gang specialist within the Sheriff’s Office to assist the Gang Advisory Committee in implementing a comprehensive plan to confront gangs and gang activity. Citizens and leaders are concerned that gangs are entrenched and gang activity is on the rise. The

sheriff organized a coalition of decision makers to take action to combat gangs and the problems they cause using police presence, education and awareness, prevention, intervention and suppression strategies. The steering committee chaired by Attorney Jon Powell, Campbell University Professor, assessed the services provided in Harnett County and concluded:



**A GREAT graduating class in Harnett County.**

- ▶ Organizations and mechanisms to affect change in Harnett County exist, but are decentralized.
- ▶ Youth residing in the western side of Harnett County do not have access to a local government led recreation program, for example, the Police Athletic League (PAL).
- ▶ Burgeoning anti-gang resources for program planning on the western side of the county require more time than any member of the coalition can devote; moreover, involvement with the coalition is not a priority.
- ▶ Gang Resistance Education and Training (GREAT) Middle, GREAT Families and GREAT Summers components should be the crux of gang-prevention or intervention efforts.
- ▶ Dunn PAL is willing to expand and share resources in an effort to bring a PAL to the western side of the county.

### **Objectives**

The coalition, headed by the sheriff, aims to reduce illegal gangs, gang membership and their activities by:

- ▶ Developing a countywide comprehensive gang plan.
- ▶ Establishing an intelligence database.
- ▶ Reducing gang-related crimes
- ▶ Lessening public fear of gangs

### **Accomplishments**

Since the project is still in the initial stages of implementation, it is too early to determine if gang crimes or the public fear of gangs and gang activity has been reduced.

- ▶ The comprehensive plan is formed and operational. There are monthly meetings. The sheriff's office has grants to conduct GREAT family and summer programs to assist families with gang difficulties.
- ▶ Intelligence is being gathered and tracked. Information is being sourced from citizens, deputies, detention and other areas.

**Henderson County Gang Prevention Partnership**

Implementing Agency: Henderson County Sheriff's Office  
 Area Served: Henderson County  
 Director: Sheriff Rick Davis, (828) 697-4596  
 Funding: \$99,080

The Henderson County sheriff is taking a proactive approach to the county's growing gang presence and subsequent problems by forming and staffing a partnership to confront gangs and gang activity. This cooperative grant hired a sworn officer and an unsworn outreach coordinator to staff the partnership of local law enforcement, courts, correction, public services, non-governmental officials and organizations. They have developed and implemented a countywide anti-gang strategy.

**Objectives**

The gang enforcement officer will attend to gang relevant prevention, intervention, suppression and community development. The outreach coordinator will work with Henderson County citizens and especially the large Hispanic community to deter gang involvement by:

- ▶ Creating a working team
- ▶ Removing graffiti
- ▶ Initiating community development and outreach
- ▶ Creating stronger relations with the Latino community
- ▶ Educating students about gangs
- ▶ Educating the community about gangs
- ▶ Increasing public awareness about gangs
- ▶ Reducing gang related violence

**Accomplishments**

- ▶ Established working relationships with several organizations including state and federal probation offices, Department of Social Services, public school systems, Henderson County courts and various law enforcement agencies within the region.
- ▶ Cleaned up multiple graffiti sites using persons adjudicated in court doing community service hours.
- ▶ Formed a local multi-agency task force which has regular meetings to exchange gang intelligence, providing details of gang networking and the fluidity of gang activity. The partnership is currently assigning dedicated officers to this group to commit to street interdiction practices.
- ▶ Four school resource officers have received this gang training and are currently assigned to the middle grade levels.
- ▶ Conducted gang awareness classes for community organizations and law enforcement

organizations that included sharing knowledge and field experience on gang contacts. Performed gang intervention practices within the public school system which included counseling with high risk students and counseling with parents on recognizing gang signs.

- ▶ Attended GangNET training. Currently two officers are entering data and two more are scheduled to attend training. The Gang Unit responds to requests from the detention facility to validate gang members who are in processing by interviewing them and documenting and photographing evidence of gang involvement.

Captain Charlie McDonald has watched the rapid growth of this program:

*"The success of this program is evident in the fact that our agency is now aware of the gang issue and our officers are more able to recognize gang affiliation. Our patrol now has a code for gang calls for service. This is facilitated by the working relationship Detective Hill has established with Parole and Probation Office, the District Attorney's Office and those involved in the enforcement process. We are now better able to identify and attend to individuals involved in gang activity."*

### ***LARGE: LaGrange Anti-Gang Resistance Group Effort***



Implementing Agency: LaGrange Police Department  
Area Served: LaGrange  
Director: Jerry Davis, (252) 566-3400  
Funding: \$65,982.00

This collaborative project promotes gang awareness and enhances departmental intervention, investigation and prosecution efforts. LaGrange is experiencing the increasing debilitating effects of gangs. The most disturbing fact is that LaGrange juveniles are increasingly becoming involved with gangs and illicit activity. This grant helps establish a departmental and citywide anti-gang strategy based on education and targeted, aggressive policing.

#### ***Objectives***

The LaGrange Police Department reduces gang related activities via a strategy of educating police and the wider community and by saturated patrols in targeted areas by:

- ▶ Providing training to departmental officers on methods to combat gang growth and activities.
- ▶ Providing gang awareness education for the community.
- ▶ Reducing available locations for gang meetings and gathering places.
- ▶ Building an intelligence data base on violent gang members sharing findings with other public and nongovernmental agencies.
- ▶ Reducing gang criminal activity via saturated patrols and aggressive enforcement.



**Gang Graffiti in a home in LaGrange.**

**Accomplishments**

- ▶ Several officers received training through the Coastal Plains Law Enforcement Training Center, The NC Gang Investigator’s Association and through the GCC.
- ▶ The LaGrange Police Department held presentations at a local church, schools and community functions.
- ▶ Via the project, the department has demolished numerous dilapidated structures throughout town and has added lights in areas needing more security.
- ▶ Project staff share information, brochures and handouts with the Lenoir County Sheriff’s Office school resource officers.
- ▶ The department employs part-time officers to increase patrols. These officers and full time officers conduct saturated patrols to suppress gang activities.

*"In just two years, the LaGrange Police Department has seen a significant reduction in gang activity. Although there are still gang members present, they have not been as noticeable in the community."*

— Jerry Purvis, Assistant Chief

**The G.A.T.E.: Gang Awareness, Training and Education**



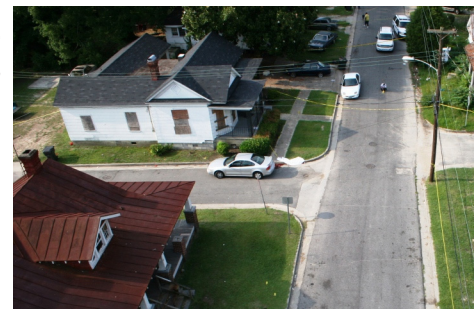
Implementing Agency: Kinston Public Safety  
 Area Served: Kinston  
 Project Director: Greg Smith, (252) 939-3224  
 Funding: \$115,000

The Kinston Public Safety Office, via this grant, partners with the General Assembly and the Governor’s Crime Commission to provide prevention, intervention and suppression activities and programming to reduce gang activities by addressing the needs of youth who wish to disassociate from gangs. The grant has been used to renovate, supply and equip a building as a youth center, The GATE, where teens at risk of gang activity can come for an array of services.



**Images from the scene of a gang shoot out in Kinston.**

Kinston suffered a brutal gang shoot out which took the lives of a young girl and a young man. The Director of Public Safety, Greg Smith, could see that suppression was not the answer, "The community had to own the problem and the solution." A coalition of community advocates, professionals from the courts, law enforcement, schools, social and mental services and especially the faith community committed to make a difference in the gang problem by declaring that all children and youth are at-risk. They started serving their young citizens with the 'coffee house' run by the Methodist Church which provided a safe and productive place for socialization. With this grant, they expanded the 'coffee house' meeting place concept with targeted services, education and training.





Furthermore, the community has committed resources and funds to make the youth center permanent so it can make difference.

### **Objectives**

The youth center provides security and structured activities that address factors that contribute to gang association. The project also increases suppression efforts by providing more cameras to monitor gang activity. Specific goals are:

- ▶ Reduce crime against persons committed by gang members by ten percent.
- ▶ Reduce crime against property (graffiti and vandalism) committed by gang members by 25 percent.
- ▶ Decrease the number of out-of-school suspensions by ten percent.



**The GATE is a faith-based program for youth at risk for gang involvement.**

### **Accomplishments**

The GATE is equipped with numerous forms of activity including: computer and GED Labs; a TV room with Play Station 3's; Wii on 8' screens; musical instruments including a keyboard, drums, acoustical and base guitars; a sound system; a well lighted stage; and air hockey, ping pong, foosball and four square equipment. Programming includes:

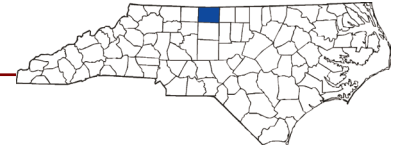
- ▶ Derwin Gray – Retired Professional Football Player
- ▶ Chess Classes
- ▶ Erasing the Lines
- ▶ GED classes
- ▶ Parenting Programming
- ▶ Anger Management
- ▶ Teen Girls Conference – The Princess with the “A Day With the King” program
- ▶ GED Graduation/Gate Keepers Ceremonies
- ▶ Karate Classes
- ▶ Friday Nights at the GATE (Gaters)



The GATE program has increased community awareness about gangs, decreased juvenile crime and increased school performance for youth attending the program. As Chief Smith observed, “this (project) is not just another basketball refuge; the youth center and the community will make a difference in many young lives.”

**Youth gather for a program at The GATE.**

**Coalition Against Teen Gangs and Violence**



Implementing Agency: Rockingham County Sheriff’s Office  
 Area Served: Rockingham County  
 Director: Sheriff Samuel Page, (336) 634-3239  
 Funding: \$74,998

The Coalition Against Teen Gangs and Violence is a collaborative effort among agencies in Rockingham County that provides overtime pay to law enforcement officers from police departments in Eden, Madison, Mayodan, Reidsville along with officers of the Rockingham County Sheriff’s Office. The officers assist the gang investigator as they work to identify gangs and track gang members, coordinate proactive enforcement and facilitate innovative gang prevention programs, in turn reducing gang violence.

**Objectives**

The coalition headed by the sheriff aims to:

- ▶ Reduce the number of youth gang members in middle and high schools by 15 percent during the 2006-2007 school year and by 20 percent during the 2007-2008 school year.
- ▶ Reduce the number of youth gang-related incidents of crime and misbehavior at middle and high schools by 20 percent during the 2006-2007 school year and by 25 percent during the 2007-2008 school year.
- ▶ Increase by 25 percent the number of individuals, both parents and at-risk youth, who are referred by law enforcement officers for gang reduction intervention services.



**Reidsville youth take part in a gang awareness and resistance program.**

**Accomplishments**

- ▶ Forty-three gang members, including some high school students from at least 13 different gangs, have been validated.
- ▶ The Sheriff’s Office has worked with different organizations such as the Rockingham County S.C.O.R.E. Center, an alternative school providing targeted assistance to at-risk students and the Rockingham County Youth Services, which provides counseling and other community alternatives for school-aged youth and their families with the goal of preventing initial or continued involvement with the juvenile justice system. Through this collaboration, the establishment of future gang intervention programs can be achieved.
- ▶ The district attorney’s office has been working with the sheriff’s office to give validated gang members stiffer penalties when sentenced.
- ▶ The gang resource officer has attended gang training conferences both in North Carolina and out-of-state.

- ▶ Overtime pay has been used to conduct investigations on gang-related crimes.
- ▶ The sheriff’s office along with the police departments of Eden, Madison, Mayodan and Reidsville has established a task force. The task force uses the acronym G.R.I.T. – Gang Reduction Interdiction Team – and meets monthly to discuss developments of new patterns of criminal behavior and whether the same type of criminal behavior is occurring in other jurisdictions.
- ▶ A total of 28 gang-related arrests were made in the second half of 2007.
- ▶ The gang officer employed by the Rockingham County Sheriff’s Office trained several detectives and school resource officers on GangNET and the validation process in January 2008.

*"Without the support of the Governor’s Crime Commission through this grant and the overtime money, we would not have identified these gangs and gang members. Being able to identify different gangs and gang members will tremendously help us in the future with preventing and solving crimes... I have been very fortunate to be able to attend some of the best training available due to the support of the Governor’s Crime Commission. Without funding from the GCC, I would not have been able to attend this valuable training. I will need to continue to attend this type of training in the future to stay abreast of the current gang trends. In turn, I can teach the other officers at my department what I have learned."*

— Detective Johnny Flynn, Gang Resource Officer, Rockingham County Sheriff’s Office

*"This grant has enabled the Eden Police Department to implement several programs that have shown a measurable effect on gang-related incidents. The funds have allowed us to fund overtime pay for active duty officers allowing us to task extra patrol and surveillance in areas of suspected gang activity. By the same token, we have been able to provide additional officers at large gatherings such as sporting events to be a visible deterrent for gang activity. We feel that this extra coverage has been instrumental in curtailing any major incidents of gang activity. Because we have been able to use the funds available from the grant for these programs, we have been able to use our existing budget more efficiently. For example, we have been able to implement the G.R.E.A.T. program in our middle school where we are able to educate 275 students a year on the perils of gang membership."*

— Sergeant Sam Shelton, Eden Police Department

**Henderson Gang Violence Prevention Project II**



- Implementing Agency: Henderson Police Department
- Area Served: Henderson, Vance County
- Project Director: Lt. Perry Twisdale, (252) 431-6069 or 6059
- Funding: \$85,286 (General Assembly)

The Gang Violence Prevention Project II provides funds for Henderson Police officers to work overtime to identify gang activity, investigate gang related criminal activity and collaborate with local agencies to provide education and alternative to gang activities for at-risk and gang involved youth. Assigned officers are involved with gang identification and suppression in cooperation with officers working security in local schools, the city CounterAct officer who works in elementary



schools and the Interagency Drug Enforcement Unit. Officers also help teach GREAT anti-gang education.

**Objectives**

This project focuses law enforcement and community efforts on prevention and suppression.

- ▶ Gang Identification – Identify at least three operating, organized ‘criminal enterprise’ gangs within the city of Henderson.
- ▶ Conduct GREAT Training – Conduct these classes at local schools, Boys and Girls Clubs and at Weed and Seed Safe sites.
- ▶ Gang Interdiction – Conduct the gang at-risk identification and interdiction program through the Safe Neighborhoods Council.

**Accomplishments**

- ▶ Gang Identification – More than three operating, organized criminal enterprise groups were identified during the grant period. Members of one group were federally prosecuted.
- ▶ Conduct GREAT Training – This objective had to be adjusted during the grant period due to school testing and other scheduling conflicts. The GREAT program was not able to be scheduled as a full-time program, however, information as well as gang prevention, intervention and identification training was provided in the schools, at Boys and Girls Clubs, at Weed and Seed sites and at community watch meetings.
- ▶ Gang Interdiction – This objective was met by community-wide training and education programs which resulted in intelligence gathering on identified gang members.

Linda Day of Clark Street Elementary was highly complimentary of one of the services provided by this project:

*"On behalf of Clark Street Elementary School I would like to send my sincere thanks to the City of Henderson Police Department for offering support to educate our staff on gang awareness. Recently, our staff was faced with concerns about students having interest in gangs. Officer Jones did a wonderful job enlightening our staff about gangs. This presentation was extremely helpful because it assisted us in becoming more knowledgeable about gang symbols, language, codes, style of dress and most importantly, possible criminal activity. Thanks to you, our staff now has a better understanding of gangs. In addition, the information that has been given will permit us to better serve students by teaching them the importance of resisting gang activity."*

**Gang Reduction Initiative Project (GRIP)**



Implementing Agency: Goldsboro Police Department  
 Area Served: Goldsboro  
 Project Director: Sgt. Dorothy Ardes, (919) 580-4245  
 Funding: \$98,144

The Gang Reduction Initiative Project (GRIP) employs off-duty police officers to supplement the patrol force in combating gang related activities within Goldsboro. These officers concentrate on street level gang related criminal activities.

**Objectives**

- ▶ Decrease Deadly Assaults – GRIP will reduce the number of deadly assaults five percent per year.
- ▶ Gang Identification – The project will identify gang members throughout the municipality.
- ▶ Decrease Narcotic Trafficking – GRIP will decrease gang narcotic trafficking.
- ▶ Gang Suppression – The project will make it difficult for gang activity by maintaining a visible law enforcement presence in known gang locales.
- ▶ Document Graffiti – Graffiti will be documented.

**Accomplishments**

Since this grant is newly awarded, results are still being assessed.

**Gang Violence Suppression Initiative**



Implementing Agency: Wayne County Sheriff’s Office  
Area Served: Wayne County  
Director: Sheriff Carey Winders, (919) 731-1481  
Funding: \$74,058

This project enabled local law enforcement the ability to implement a collaborative strategy, the Gang Violence Suppression Initiative, to suppress domestic terror and street gang violence. It focused on educating the community, gathering intelligence and suppressing illegal gang activity. This project closed July 2008.

**Objectives**

The Gang Violence Suppression Initiative sought to suppress gang violence by:

- ▶ Educating the community about gangs and their activities
- ▶ Gathering intelligence by validating gang members
- ▶ Developing a multi-agency task force for gang interdiction
- ▶ Educating local law enforcement officers in gang identification and pertinent safety issues
- ▶ Creating a curriculum to instill discernment in youth when confronted by gangs
- ▶ Implementing a communication system for local agencies to discuss gangs

**Accomplishments**

- ▶ The project has educated approximately 2,000 members of the community — including teachers and school staff, fire departments, civic groups and community watches — about gangs and their activities.
- ▶ The Wayne County Sheriff’s Office has identified 16 gangs throughout the county and

arrested roughly 30 gang members on drug or gun-related charges.

- ▶ A task force has yet to be developed, however an open line of communication among agencies within Wayne County and surrounding counties existed.
- ▶ The entire detention staff for Wayne County, along with most of the Wayne County employees, has been trained on the identification and safety issues pertaining to gangs.
- ▶ A gang curriculum has been incorporated into the 'Communities Organizing for Prevention and Empowerment' (C.O.P.E.) drug program taught in all Wayne County middle schools.

### **Gang One**



Implementing Agency: Wilson Police Department

Area Served: Wilson County

Director: Lieutenant Mark Sullivan, (252) 399-2323

Funding: \$86,589

The Gang One project increases law enforcement awareness and intelligence of gang activity in the City of Wilson and Wilson County and aims to reduce illegal gang activity through increased prevention, intervention and enforcement strategies.

### **Objectives**

Using a proactive response to gang issues, the project aims to:

- ▶ Increase the identification and recording of gang members and associates
- ▶ Increase the number of community contacts being made through gang awareness presentations to civic groups, schools and the criminal justice community
- ▶ Increase the number of positive contacts with juveniles at risk of gang affiliation
- ▶ Establish a graffiti removal system, with the cooperation of other city departments and Y.O.U.T.H. of Wilson
- ▶ Increase the number of probation revocations based on violations imposed regarding gang affiliation
- ▶ Increase the number of arrests for acts of gang-related vandalism



**A gang outreach program presented by the Wilson Police Department.**



### **Accomplishments**

The Wilson Police Department identified and recorded 154 gang members and associates during 2007 compared to just 51 in 2006. In 2008, 91 individuals were validated as gang members bringing the current total number to 226.

Over the last two years, the unit conducted approximately 100 presentations discussing gangs within the area. In 2008, roughly 2300 citizens received gang awareness training. All gang awareness brochures were printed in both English and Spanish.

Four hundred Wilson County youth participated in two summer athletic camps in 2008.

The Wilson Police Department Juvenile/Gang Investigative Unit and the Y.O.U.T.H. of Wilson removed graffiti in 2007; 15 children helped at six locations. However, the Y.O.U.T.H. of Wilson had a new director take over in 2008 and the graffiti removal program was discontinued. The Wilson Parks and Recreation Department cleaned 59 graffiti sites.

A strong working relationship with the North Carolina Department of Community Corrections has led to countless incidents of information sharing on probationers with gang involvement. Thirty individuals were found to have violated their probation in 2007.

The Unit investigated 32 gang-related vandalism cases in 2007, leading to 14 arrests. In 2008, six vandalism incidents were attributed to gang members; however, no arrests were made concerning the incidents due to a lack of probable cause.

"A spray can of paint for marking my gang signs...\$3. The community service and the purchase of a paint brush...My time and \$5. A gallon of paint to cover the spray paint...\$30. Giving Me something more positive to do...Priceless"

- A gang member from Wilson who participated in a graffiti cleanup

The Wilson Police Department had an established gang unit and with funds supplied by the Governor's Crime Commission, they began implementing and presenting gang presentations to 5<sup>th</sup> graders. Within months, presentations expanded to the 4<sup>th</sup> grade. That's when a troubled boy named Gary met Detective Reggie Smith, Wilson Police Gang Investigator. Gary would often get into fights and performed poorly in school. The friends that Gary had were trouble makers.

Detective Smith began mentoring Gary. He encouraged Gary's participation in the department's summer football camp. Along with other high risk kids, Gary went on trips to the movie theatre, swimming and McDonald's. Throughout the 2007-2008 school year, Gary participated in three presentations put on by the police department's gang unit. Gary's grades began to improve as he started attending tutoring classes, improving from Cs and Ds to Bs and Cs.

Gary's life path has changed as he has made a conscious effort. His decisions have been influenced by the role model he found in Detective Smith. Gary no longer gets in fights. His teacher says, "He has really turned it around." In fact, Gary describes himself as more approachable and friendly. When asked if it was difficult to stop being friends with kids that got in trouble, Gary simply responded, "No."

Gary's favorite part of the gang unit's interaction has been the movies that they show at school. He said the movies show people what kind of trouble you could get in and he didn't want to end up like that. Gary's plan is to become a Marine when he finishes school.

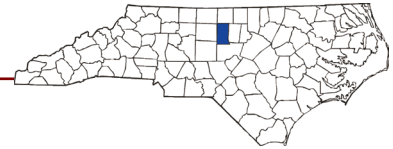


**Participants in the Wilson graffiti clean up.**



## Summary of Gang Grants Awarded in 2007-2008 Grant Cycle

### Gang Investigator



Implementing Agency: Graham Police Department  
 Area Served: City of Graham  
 Director: Chief Jeffrey Prichard, (336) 570-6711  
 Funding: \$34,560

The Graham Police Department, through a gang investigator, provides a proactive, timely response to gang-related issues by sharing intelligence information among partnering agencies such as NC DOC probation office, Mebane Police Department, Elon Police Department, Haw River Police Department and the Alamance-Burlington School System. In addition, the project provides prevention, intervention and suppression activities related to reducing gang activities and the number of youth associated with gangs. A full-time gang investigator has been assigned to work with a task force that will visit homes of families of validated gang members and those that are suspected of gang affiliation to offer resources provided by partnering agencies. This project collaborates with the Burlington Housing Authority's Gangs: A Coordinated Community Response grant.



**Crip graffiti covers a road sign on Highway 70.**

### Objectives

This projects aims to reduce gang activity and the number of youth who associate with gangs by:

- ▶ Disseminating more information between agencies that identify persons involved in gang-related acts
- ▶ Increasing public awareness in the schools, general public and the law enforcement community
- ▶ Increasing the number of contacts with at-risk juveniles
- ▶ Developing a graffiti removal system involving city government, local business owners and juvenile services
- ▶ Increasing the number of arrests for gang-related vandalism

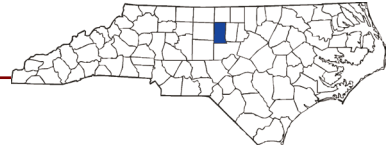
### Accomplishments

- ▶ A multi-agency gang unit staffed with 12 officers from surrounding agencies was developed. NC GangNET continues to be used and has been used for well over a year. The Graham Police Department has five officers that are currently certified to use GangNET.
- ▶ A two-officer team was formed to deliver presentations and general information throughout the community to include school administrators, teachers, civic groups, churches and other events.
- ▶ A multi-agency database was developed to store and disseminate information to record contacts and referrals to assisting agencies.



- ▶ Partnerships were formed with various community groups from the faith sector and business chamber to provide supplies for graffiti removal.
- ▶ Several vandalism cases were solved by using information and leads developed through cooperation of the multi-agency task force.

**Gangs: A Coordinated Community Response**



Implementing Agency: Burlington Housing Authority  
Area Served: Burlington  
Director: Ernest Magnum, (336) 226-8421  
Funding: \$170,041

This project will develop and implement a coordinated community response to gang violence in Alamance County in conjunction with local law enforcement agencies. It will coordinate prevention, intervention and suppression activities. The prevention component serves all potential gang members identified by school resource officers, school social workers, nurses, counselors, gang officers, juvenile court counselors and probation. The program approach will be based on the local System of Care initiative and will utilize child and family teams to create an individualized service plan for each participant. The project coordinator will provide linkage to existing local services such as tutoring, counseling, conflict resolution, recreational and employment opportunities. To enhance prevention/intervention strategies, the Street Smart program will be expanded while a countywide mentoring program will be developed. This project collaborates with the Graham Police Department’s Gang Investigator grant.



**Participants in the Burlington Housing Authority’s Training for Manhood program.**

**Objectives**

This project seeks to decrease gang activity by:

- ▶ Reducing future gang involvement of potential gang members
- ▶ Reducing future gang involvement of active gang members
- ▶ Reducing violent, serious and minor gang-related crime
- ▶ Increasing the number of gang members who actively engage in legitimate gainful employment and/or educational activities by 25 percent
- ▶ Reducing gang graffiti identified in the community by 33 percent
- ▶ Encouraging parents and family members to be active participants in developing and carrying out their child’s service plan

**Accomplishments**

- ▶ Twelve validated and two non-validated gang members have been identified for services.
- ▶ The Street Smart program which tracks academic and attendance results every four weeks, has started at the Boys and Girls Club in Graham and the Eastbrooke Center in Burlington.
- ▶ Six Elon University students have provided tutorial assistance twice a week to youth participants.
- ▶ The program has linked to several after school enrichment programs and provides youth with positive peer activities.
- ▶ Each identified gang member has agreed upon a child and family service plan.
- ▶ Only two at-risk youth have been involved in criminal behavior since becoming a client while the remaining 12 individuals have not been involved with any criminal activity since.



**Community volunteers participate in graffiti clean up on Make a Difference Day sponsored by the Burlington Housing Authority.**

On November 1, 2008, approximately 35 volunteers from around the community, Elon University, Highland Elementary School, school principals, Manasseh and Ephraim House, United Way and AmeriCorps\*VISTA members of the Burlington Housing Authority worked alongside five validated gang members in the removal of graffiti at Applied Textiles in Burlington.

As a result of the community effort to remove graffiti from his building, Mr. John James made a sizeable charitable contribution to the program. He was unaware of the program until approached by the Gang Resource Program coordinator.

*"It's about time somebody did something about the graffiti on the building."*

— Little boy riding by on a bike during the graffiti removal efforts at Applied Textiles

**Buncombe County Gang Violence Prevention Project**



Implementing Agency: County of Buncombe  
 Area Served: Buncombe County  
 Director: Megan Leschak, (828) 251-6089  
 Funding: \$199,993

This project combats gang violence through a collaboration of prevention, intervention and suppression efforts. The Gang Violence Prevention Project is a comprehensive and collaborative effort among the district attorney's office, local law enforcement, Swannanoa Valley Youth Development Center and numerous human and social service agencies. The project originally initiated from a two year grant provided by the Department of Juvenile Justice and Delinquency Prevention. The county contracts with local agencies to provide the following services:

- ▶ YWCA/Support Our Students (SOS) – A free after school and summer program offering academic support and enrichment to at-risk middle and high school youth. The SOS program picks up students at their home school and transports them to the program. The summer program is offered 10 hours per day, five days a week.
- ▶ Latino Mentoring Program – Connects Latino community members with Latino students and provides mentoring as well as educational and social support. Mentors are primarily high school aged Latino youth and they are paid for their services.
- ▶ Partners Unlimited – Works with youth and families to build strong communication links and the basic bonds of trust, by providing resources such as parent support groups, tutoring and computer skills. It provides academic credit recovery for long-term suspended and expelled students as well.



**Gang graffiti on an Asheville utility pole.**

- ▶ Horse Sense – Provides equine assisted experiential therapy for personal growth, life skills and empowerment; and vocational training for ranch and equine related careers. These services are provided to gang involved youth who are incarcerated at the Youth Development Center.
- ▶ Mediation Center – The county will contract to provide a part-time project coordinator for the Buncombe County Gang Violence Prevention Project. The Mediation Center will also provide mediation and conflict resolution services to gang involved youth housed in the Youth Development Center.
- ▶ UpFront Sports Agency – Year round basketball leagues that provide mentoring services to youth and their families, targeting gang involved youth in their residential and social communities.

### **Objectives**

The project aims to reduce gang violence by:

- ▶ Increasing pro-social behavior in 75 percent of youth participants.
- ▶ Increasing public awareness of local gangs and their activities while increasing the public's knowledge of available community programs that address gang-related issues
- ▶ Having 25 percent of BCGVPP programs involve their participants in cross program activities with other BCGVPP programs.

### **Accomplishments**

- ▶ Eighty-two percent of youth involved in BCGVPP programs have demonstrated an increase in pro-social behavior. Pro-social behavior was previously defined and is tracked by each program. Examples may include: program attendance, parent, teacher and self reports, no new juvenile court petitions filed, credits earned and an increase in grades or school attendance.
- ▶ The BCGVPP has facilitated a full day of gang awareness and resource training in which every Asheville City and Buncombe County School Resource Officer attended. The Coordinator



for the BCGVPP, along with the gang detectives for the Asheville Police Department and Buncombe County Sheriff’s Office facilitated two informational trainings. The first training was hosted for 211 operators, a local resource hotline funded by the United Way. The second training was for all of the administrators for Buncombe County Schools. The BCGVPP is in the planning stages with several large organizations including local government, health, substance abuse, law enforcement and mental health agencies to host a large one-day training open to local professionals, parents and interested community members.

- ▶ Thirty-three percent, or two of the six BCGVPP programs, have participated in cross program activities. The youth involved in the Latino Mentoring Program visited Horse Sense of the Carolinas for a team building exercise with their adult mentors. The BCGVPP, along with other community partners, are currently planning a resource expo in March 2009 for youth involved in our programs and their families. The expo will include transportation, child care and a meal to promote high attendance as well as interactive activities.

Between July and December 2008, the six individual programs of the BCGVPP have served over 125 youth. When asked about what they learned about themselves during their time in the Horse Sense program, two respondents replied with the following:

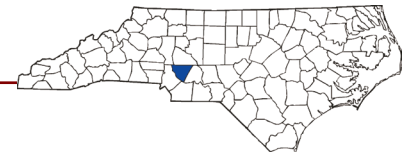
*"I always tried to listen to my thoughts but now my thoughts listen to me."*

– J.G.

*"I am important."*

– E.G.

### **The SHIELD Program**



Implementing Agency: Cabarrus County Sheriff’s Office  
 Area Served: Cabarrus County  
 Director: Captain Phillip Patterson, (704) 920-3005  
 Funding: \$91,632

The SHIELD Program project supports a comprehensive gang prevention and intervention program involving multi-agency and multi-jurisdictional alliances between county law enforcement agencies, two public school systems and agencies whose mission is to increase the quality of life for emerging at-risk youth.

### **Objectives**

The project aims to reduce gang activity by:

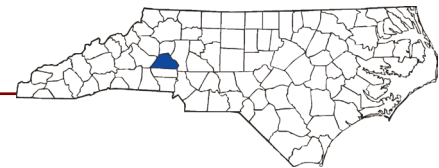
- ▶ Creating a Youth Specialist position to work with Cabarrus County Schools, Kannapolis City Schools, Cabarrus County Sheriff’s Office school resource officers (SROs), the Concord Police Department and the Kannapolis Police Department, to refer youth to the SHIELD program
- ▶ Working with the school systems and law enforcement agencies to identify juveniles at-risk within the school system and community
- ▶ Conducting a county-wide assessment of gang activity

- ▶ Supporting youth service providers whose goals are to enhance the lives of children through character building programs and teaching skills that impact the quality of life

**Accomplishments**

- ▶ A youth resource coordinator (YRC) was hired the previous month. The coordinator spent time in orientation with school social workers to learn the school environments that she will be working in. The YRC attended meetings that involve strategy planning services for at-risk youth and is in the process of meeting with community resource providers that offer programming and services supporting character development. The coordinator has connected with school resource officers to learn from their perspectives as well.
- ▶ The Gang Investigator units from each law enforcement agency have provided Gang 101 presentations throughout the county to a variety of stakeholders. Over 1,000 individuals have received information on gang awareness in Cabarrus County. Attendees have included faith-based organizations, non-profit youth service agencies, civic groups and businesses.
- ▶ A problem analysis is underway in partnership with UNC Charlotte. Other partners include the Cabarrus County Sheriff’s Office, Concord Police Department, Kannapolis Police Department, Piedmont Behavioral HealthCare, Carolinas Medical Center-Northeast, NC Department of Juvenile Justice and Delinquency Prevention, Cabarrus County Department of Social Services, Cabarrus County Schools and Kannapolis City Schools. There have been consultation meetings and a law enforcement survey has been completed. Data from the survey will be shared with other study stakeholders and a report will be finalized by spring 2009.
- ▶ The Boys and Girls Club of Cabarrus County and the Cannon Memorial YMCA continue to provide youth outreach and gang prevention programming to Cabarrus County youth. Students from both Cabarrus County Schools and Kannapolis City Schools have participated in GREAT gang prevention programs that help improve skills related to goal setting, communication, decision making and conflict resolution. The Boys and Girls Club has served 80 children while the Cannon Memorial YMCA and GREAT Programs have served 75 and 600 youth respectively.

**Gang of One**



Implementing Agency: Hickory Police Department  
Area Served: Hickory and Catawba County  
Director: Sergeant Jeff Young, (828) 261-2645  
Funding: \$82,663

The Gang of One project establishes a director to coordinate a network of multidisciplinary agencies to meet the various needs of at-risk youth and their families. The director guides at-risk youth to established prevention/intervention programs, plans gang prevention classes and will develop new programs. The purpose of this grant is to prevent at-risk youth from joining gangs, establish programs that provide positive activities for at-risk youth and provide intervention programs for youth wanting to separate themselves from a gang. The Gang of One (GO1) mission is to educate youth and prevent them from joining a gang, support those who are being pressured to join a gang and assist those already in a gang in getting out. The Gang of One Resource Network plays

a vital role in the lives of these youth, by helping to cultivate their life, social and critical thinking skills. The program utilizes a hotline that is staffed 24 hours a day/365 days a year. The hotline offers a discreet venue for individuals and their family to seek assistance, while maintaining a certain level of autonomy. The caring professionals staffing the hotline will gather the necessary information that is forwarded to the Gang of One Coordinator. Once the information is reviewed, an investigator from the Street Crimes Interdiction Unit meets with the youth and related parties, in an inconspicuous location, to ascertain the needs of the youth. Following the initial meeting, an intervention plan is designed to meet the specific needs of the individual. The agencies in the GO1 resource network are contacted and a final meeting is held with the youth and related parties.

### **Objectives**

This project seeks to address the growing gang activity by:

- ▶ Providing gang prevention classes designed for at-risk youth in cooperation with participating agencies
- ▶ Developing programs designed to engage at-risk youth in positive activities
- ▶ Developing intervention plans that meet individual needs of youth desiring to separate themselves from gangs

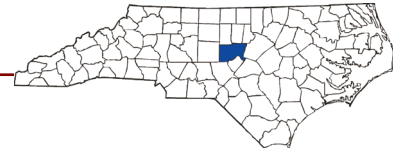
### **Accomplishments**

- ▶ The Gang of One hotline (828-328-GANG) has been setup and is in service.
- ▶ A resource network has been compiled and 45 agencies have committed to the program.
- ▶ Forms, reports and procedures/policies have been printed and are being used. Web site content has been posted while hotline cards are currently being printed.
- ▶ The program has secured advertising on a billboard at the stadium of the Hickory Crawdads, a minor league baseball team, for the upcoming 2009 season. In addition, a "Street Fair" has been tentatively set for April 4<sup>th</sup> at Hickory Crawdads stadium. A baseball camp for Gang of One youth will be hosted by the Hickory Crawdads on April 25<sup>th</sup> and May 2<sup>nd</sup> at the stadium.
- ▶ Advertising space has been secured for 2009 at Valley Hills Mall. On May 2<sup>nd</sup> the mall will host a Gang of One/Law Enforcement show.
- ▶ On-screen advertising has been secured for the Carolina Movie Theatre.
- ▶ GangNET training was completed in December 2008.
- ▶ The Gang of One program has partnered with several local businesses that have provided in-kind contributions ranging from printed hotline cards to advertising billboards.
- ▶ Presentations were made in late 2008 to groups that included the Western Piedmont Council of Governments, Marine Corp League and Rotary Club.

*"If we win one child's life, then it's going to be worth it."*

–Officer K.W. O'Mara, Hickory Police Department

**Safer Chatham**



Implementing Agency: Chatham Citizen Corps Council  
 Area Served: Siler City and Chatham County  
 Director: Ann Watson, (919) 663-1181  
 Funding: \$50,514

The Safer Chatham project provides outreach/education to parents and teens on gang prevention, Neighborhood Watch programs and builds collaboration between law enforcement and agencies with like programs and professional services in prevention, intervention and suppression under direction of the Siler City Police Department.

**Objectives**

The project aims to reduce gang activity by:

- ▶ Training bilingual lay advisors to make door-to-door presentations to parents and children on the growing risk of gangs and how to avoid them
- ▶ Having the Gang Violence Coordinator and lay advisors make presentations on the status of gang activities to civic groups, neighborhood groups, church groups and school groups
- ▶ Coordinating with two major poultry processing plants to present interactive booths on gang prevention to employees
- ▶ Implementing a sustainable system of monitoring, analyzing and reporting gang-related activities in the Siler City area that involves all law enforcement agencies, court officials, probation, schools and organizations that work with parents and juveniles in addressing the problem
- ▶ Developing communications and networking with other law enforcement and human service agencies to stay up to date on trends and identifying possible connections with gang activities in the city
- ▶ Hiring a Gang Violence Coordinator and training that person to coordinate gang prevention strategies with other law enforcement, parents, schools and human service agencies
- ▶ Having the Gang Violence Prevention Committee, consisting of public school representatives, law enforcement, courts, the district attorney, non-profits, elected officials, probation staff and major employers provide oversight to project activities, outputs and outcomes

**Accomplishments**

- ▶ Six lay advisors are scheduled to be trained in January 2009 to administer door-to-door outreach.
- ▶ Seven Chatham County local law enforcement officers have received GangNET training. This training will improve intelligence and foster better communications on future gang activity.
- ▶ Gang awareness classes, open to stakeholders outside of law enforcement, were coordinated through Central Carolina Community College and held in January 2009.

- ▶ The Gang Violence Prevention Coordinator was hired. Thus far the coordinator has made 57 presentations to 31 different organizations. Twenty-two presentations have been scheduled for 2009.
- ▶ A 12-member Gang Violence Prevention Committee – consisting of individuals from law enforcement, the judicial branch, probation, schools, park rangers, district attorney’s office, non-profit organizations and the private sector – was appointed by the Citizen Corps Council.
- ▶ Townsend’s poultry processing plant has agreed to include the ‘Gang Violence Prevention’ presentation at an upcoming employee health fair.
- ▶ The program has partnered with the Boys and Girls Club’s Chatham Safe Schools Healthy Students grant initiative

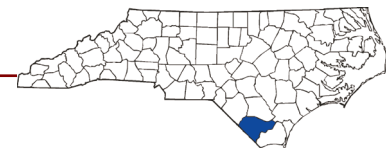


**Gang graffiti photographed in Siler City for documentation.**

*"Since being involved with the Chatham County Gang Violence Prevention Committee, I have been impressed with all participating agencies and their excitement to bring someone to Chatham County for this worthwhile position. A very qualified person has been hired as the Coordinator with lots of experience dealing with gang activity and gang members and she is spreading her knowledge to everyone else here. Meetings have been established to bring all parties together on a regular basis, training classes are now being scheduled and hopefully in the very near future officers from all agencies in Chatham County will be fully working together to combat the gang issue. All of this is attributed to our new Gang Violence Prevention Coordinator."*

- Scott F. Brewer, Chief Probation/Parole Officer

**Chadbourn Neighborhood Gang Enforcement Project**



Implementing Agency: Chadbourn Police Department  
 Area Served: Chadbourn  
 Project Director: Steven Shaw, Chief of Police, (910) 654-4146  
 Funding: \$39,351

This gang enforcement project dedicates a gang officer for the town of Chadbourn. Like many municipalities in North Carolina, Columbus County is experiencing a disturbing increase in gang activity marked by gang related violent crime which negatively affects businesses and is seen in area schools. Chadbourn is economically depressed even when there is no national recession. This dedicated gang officer will devote time to:

- ▶ Suppression – Suppression will focus on a zero tolerance policy for gang-related violence, narcotic trafficking, property crime and other aspects of gang activity.
- ▶ Prevention – Prevention activities include working with families, schools and neighborhoods to prevent new membership in gangs through early recognition and intervention. Training



parents, teachers and neighborhood residents to recognize the signs of gang activity. Also, a gang activity database will disseminate the dedicated officer's information department wide, enlisting the assistance of fellow officers to combat gang activity and crime.

- ▶ Intervention - Develop the capacity within neighborhoods and with school resource officers to reach out to gang members and their families.

**Objectives**

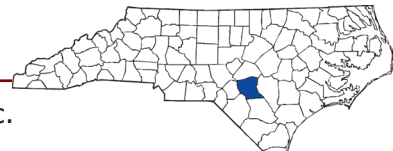
The Chadbourn Neighborhood Gang Project seeks to provide Chadbourn with the capability to implement effective, comprehensive prevention and intervention programs with the following goals:

- ▶ Reducing gang related crime by 10 percent per year.
- ▶ Preventing gang activities

**Accomplishments**

Since this grant has been newly awarded, accomplishments are still being assessed. By using a 'gang activity tracking system' and other crime analysis tools, the gang suppression unit has been able to identify 'hot spots' of gang activity. Utilizing geographical information system software, maps are produced that show specific streets of major concern. Intervention will be a gang awareness conference to coalesce the community in its anti-gang efforts. The gang officer will work with families, schools and neighborhoods to prevent new membership in gangs.

**Gang Partnership Resource and Intelligence Center**



- Implementing Agency: Cumberland County CommuniCare, Inc.
- Area Served: Cumberland County
- Project Director: Sara Hemmingway, (910) 222-6073
- Funding: \$379,834

This project creates an integrated law enforcement agency (Sheriff, Fayetteville Police Department, schools) and social work resources which merge gang intelligence systems/data to integrate street-level social work services and to bridge gaps in Cumberland's prevention and intervention gang partnership continuum. A Resource Intelligence Center (RIC) houses police officers, sheriff's deputies and social workers in a fusion concept which allows for cross-agency merging of investigative assets, intelligence information, computer files/databases and response team capability. Further, it puts street level social work and crisis response team capacity in one centralized, integrated field office.

**Objectives**

The goal of this project is to create an integrated RIC that maximizes law enforcement and human services coordination throughout the county for effective suppression, intervention and prevention of gang violence.

- ▶ Centralize services - Create a physical center for multi-agency law enforcement, criminal intelligence and social work gang services integration.
- ▶ Integrate intelligence capability - Implement an integrated law enforcement gang-intelligence and suppression unit using a single facility that optimizes hardware, software

and effective multi-agency collaboration practices toward effective gang crime suppression and intervention.

- ▶ Develop 'street-level' social work capacity – 'Street level' social work capacity assists law enforcement on calls at the RIC or in case management functions.
- ▶ Expand the continuum of care - Expand the Cumberland Gang Prevention Partnership's continuum of care to include street intelligence and outreach, crisis response capability, greater family involvement in treatment, as well as stronger documentation of youth dynamics and gang interactions.
- ▶ Expand SRO-social work partnerships – Increase and expand the presence of school SRO-social work partnerships focusing specifically on gang-affiliated or involved youth using Cumberland Gang Prevention Partnership (CGPP) and RIC assets.
- ▶ Decrease youth gang involvement – Decrease youth (ages 7-14, primary population) gang involvement throughout Cumberland County as noted in crime reductions, court referrals, or probation violations, recidivism reductions and community surveys of public safety.
- ▶ Increase Partnerships – Increase faith organization and youth agency partnerships to include out-of-school time monitoring, tutoring, mentoring and related services.

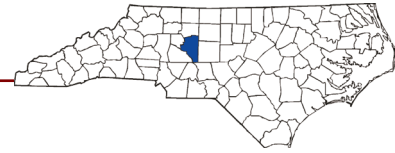


**At risk youth take part in activities sponsored through Cumberland County CommuniCare, Inc.**

### **Accomplishments**

- ▶ The Joint Criminal Intelligence Unit (JCIU) is fully operational for investigative, suppression and intelligence activities.
- ▶ The Sheriff's Office and Fayetteville Police Department have created an inter-jurisdictional investigational authority.
- ▶ The JCIU combines resources with Cumberland County CommuniCare Inc., in particular social worker services.
- ▶ The CGPP has expanded local resources for the project by adding additional law enforcement, faith based organizations and the system of care.
- ▶ There is stronger coordination of investigative efforts between the schools, SROs and JCIU investigators.
- ▶ Of those youth receiving services, there has been an 82 percent reduction in days lost to secure confinement. And, there has been a 72 percent reduction in out of school suspensions among participants.
- ▶ Local churches have signed Memorandum of Agreements (MOAs) for out of school services. Also, the local Boys & Girls Club of Cumberland County has agreed to provide after school programming for program participants.

**Gang Initiative**



Implementing Agency: Lexington Police Department  
Area Served: Lexington  
Project Director: Tad Kepley, (336) 243-3319  
Funding: \$48,777

Gangs and very troublesome gang activity in Lexington and Davidson County are disturbing and show no signs of abating. Drive-by shootings into occupied dwellings, especially during weekends, have become the norm. Officers document new graffiti regularly. Gangs and gang activity increasingly encroach on schools. This project increases the City of Lexington’s capabilities to target and mitigate gang violence in the city and surrounding communities. There will be enhanced gang prevention, more intervention tactics and education and suppression in the community.



**Gang graffiti covers the side of this building.**

**Objectives**

A gang detective will help with graffiti tracking, identify gang members and targets of potential drive-by shootings and reduce gang presence and activities. The officer will conduct community education about gangs, notify parents and develop community partnerships to confront the problem.

- ▶ Continue to participate and train officers in GangNET.
- ▶ Participate in monthly gang initiative meetings.
- ▶ Develop and provide training and education for officers, students and school staff, parents and the community.
- ▶ Gang detective conducts community education.
- ▶ Track graffiti.
- ▶ Investigate gang incidents and validate gang members.
- ▶ Link validated gang members to intervention and prevention services.
- ▶ Develop and distribute gang information to the community.
- ▶ Collaborate with Family Services of Davidson County to promote out of school opportunity for at-risk youth.

**Accomplishments**

Since Detective Daniels, the project gang detective, began with this grant, gang awareness has increased community wide. He works with the Juvenile Crime Prevention Council, is putting together a gang symposium for Davidson County, has put together a parent letter that will notify

parents that their child is or has been involved in gang related activity, has put together a presentation that will be used at community watches and other gang awareness presentations and is attending meetings with the FBI Safe Streets Task Force to gather information and intelligence for the police department.



**A suspected gang member is placed under arrest.**

- ▶ GangNET software has been installed on eight computers. Eight officers have received GangNET training and three other officers regularly use the system. More training is scheduled so other officers may access the system.
- ▶ Detective Daniels has led monthly gang meetings at the police department and with many community partners.
- ▶ Training for the community consists of monthly seminars as well as presentations to interest groups such as parents, community watch attendees, school officials, family services and social services.
- ▶ There have been 21 documented cases of graffiti; to date, all but one has been cleaned up.
- ▶ Since July 1, 2008, the gang detective has investigated 37 gang related cases where 34 gang members have been validated.
- ▶ The project detective has made 13 referrals to Davidson County Family Services for school age children. He also notifies parents if their child has been identified with a gang.
- ▶ A gang awareness brochure is being prepared for distribution.

***Gang Prevention Through Education and Treatment***



Implementing Agency: Family Services of Davidson County, Inc.  
 Area Served: Davidson County  
 Project Director: Chris Trout, (336) 249-0237  
 Funding: \$95,000

Family Services of Davidson County, Inc. provides high-risk youth with a comprehensive group curriculum that combines employability and life skills training with substance abuse and delinquency treatment. Ultimately the project works to prevent gang activity while promoting academic and vocational success. This program provides an intensive after school program that targets at-risk youth, grades 6-12. Further, it provides their families with prevention, clinical, educational and vocational services in a group setting. Services create a therapeutic environment that works to reduce the likelihood that youth will participate in objectionable activities that could lead to school dropout and court and gang involvement. Additionally, the program provides its participants with positive skills that promote employment and social interaction. This 16-week group experience works in conjunction with the existing structured day treatment program. Referrals predominantly come from the juvenile justice and school systems.

### **Objectives**

Ultimately, the project assists in reducing gang activity in Davidson County. However, the project's strongest component lies in its ability to transform its participants into productive, law abiding citizens.

- ▶ Serve 60 clients in the program.
- ▶ Reduce juvenile court involvement by participants by 75 percent.
- ▶ Reduce the use of illegal substances by participants by 50 percent.
- ▶ Participants should be able to demonstrate employment skills
- ▶ Improve school performance among all participants.

### **Accomplishments**

Gang prevention funding has allowed Family Services of Davidson County to provide after school treatment, transportation (to the program site), supervision during 3-6pm Monday-Thursday, social work services, structured day services for long-term suspended youth, a parent group, individual counseling, case management and collaboration with community partners.

- ▶ During the first six months of the year the program enrolled 14 students.
- ▶ Eighty percent of program students completed program requirements, which is an 86 percent success rate. Two students (14 percent) violated out of the program by re-offending and being sentenced to Youth Development Centers. Neither student was actively involved in treatment. Their refusal to participate as well as other juvenile offenses led to their placement out of the program.
- ▶ Although the program is just mid-year of a normal school year, already five of the 14 students have returned to a normal classroom setting by passing their grade and receiving transfer credit.

John, age 14 and a program graduate, says it best:

*"At first I didn't want to go to an after school program. After a few days I started to like going and actually looked forward to it. I enjoyed the other kids I met and the different staff members that ran the groups. Group really made me realize that my decisions have consequences and I've started to think more before I act. I now get along better with my Mom and don't fight with my younger brother as much. My grades have even improved and I haven't had any suspensions since graduating from the program."*

### **Club Tech Turnaround**



Implementing Agency: Salvation Army, Durham  
Area Served: Durham County  
Project Director: Bruce Smith, (919) 688-7306  
Funding: \$107,338

Club Tech Turnaround prevents gangs by helping youth make choices to veer away from gangs and to lead productive lives. It intervenes with case management, career and academic



preparation, by teaching technical skills and offering offender based counseling. It suppresses gangs by identifying involved youth, providing alternatives and supporting families. The project uses the police department's Operation Bulls-eye strategy to determine systemic needs of gang involved youth. Operation Bulls-eye builds a network of services around area residents so that when intensive enforcement ends, a stronger neighborhood is positioned to outgrow its gang problem.



**Young members of Club Tech take advantage of the technology center.**

**Objectives**

The project seeks to counter-recruit gang prone youth. Teach positive skills. Provide alternatives to gang activity. Support families at-risk of gang influences with anti-gang strategies and skills.

- ▶ Counter recruitment – Keep younger children off the streets during prime gang recruitment hours (3-6pm weekdays) and when gang violence/activity are most prevalent (5-9 pm weekdays and Saturdays).
- ▶ Skills Training – Provide a supervised technology center for developing tech skills.
- ▶ Alternatives – Identify at least 50 gang involved youth and involve them in alternatives to gang activity such as sports and academics.
- ▶ Family Support – Assist families with referrals including the trilingual Salvation Army social services.
- ▶ 'Positive Force' – Grow the Torch Club from 7 to 15 attendees.

**Accomplishments**

- ▶ Counter recruitment – Daily attendance between 3-6 pm at project programs averages 70 youngsters ages 6-13. Weekly teen attendance for Teen Night activities from 7-9 pm Wednesdays, averages 50 teens.
- ▶ Skills Training – A 30-seat technology center, supervised by mentors and well attended, offers coaching in an array of software packages and homework and internet resources. Vocational and pre-college programming is scheduled every Wednesday.
- ▶ Alternatives – While it is early on in determining programming impact, the program has regular contact with over 50 gang-involved youth, 40 of whom are involved in sports and other 'perimeter' activities, 10 are improving school performance and 10 are involved in educational and career activities at 'Teen Nights'.
- ▶ Family Support – Again, it is too early in the life of the program to assess lasting progress, but nearly 50 youth are in or candidates for ongoing case management. Families are being regularly referred to Salvation Army social services. Academic progress is being made by program youth. Case manager Darlene Kimborough is building relationships with parents that will help them understand how to deter gang involvement with their children.
- ▶ 'Positive Force' – The Torch Club, Keystone Club and Junior Staff have a combined membership of 31, ages 10 to 18. Their activities include visiting nursing homes, assisting with college visits, tutoring, fund raising and searching for college scholarships.

Successes are most meaningful. One example would be Ronald "Ron-Ron" Evans, Jr., who was

convinced his life was a dead-end once he failed to make the high school varsity basketball team. At that point, his grades, his work ethic and his family's lack of commitment to his success were all working against him.

Staff at The Salvation Army Boys & Girls Club saw more potential in Ron-Ron than he saw in himself. They got him to go through the drill of searching for colleges and filling out recruiting questionnaires. They made him sit through classes about healthy life habits and dragged him to the "Anyone Can Go to College" workshop. They entrusted him with Junior Staff responsibilities and made him a member of the youth leadership Keystone Club. Ron-Ron responded positively to responsibility. He got his weight in check. He started talking more openly with a staff member who was becoming a mentor to him. He began buying into the idea that he was letting his family's struggles become his personal excuse for failure. He picked up his grades, set up college visits, made the basketball team and gained some interest from Division II schools. Most important: he's learned that he can play a very large role in shaping his own future.

"Ronald Evans' experience is an encouragement to many of us," says Maj. Bruce Smith, corps officer. "I believe that Ron is typical of quite a few youth in our community here in northeast central Durham. Options exist, but young people don't always realize they have these options until our staff and volunteers help them see them. That kind of support allows young folk like Ron to know that gang membership isn't the only future they can choose."

### ***Winston-Salem Gang Coordinator***

Implementing Agency: Winston-Salem Police Department  
Area Served: Winston-Salem and Forsyth County  
Project Director: Mike Weaver, (336) 727-8216  
Funding: \$92,231



This project provides a full-time gang coordinator to assist local law enforcement and community partners in developing and implementing a coordinated, comprehensive strategy designed to provide gang prevention, intervention and suppression. This person serves as the communication liaison between stakeholder agencies. The gang coordinator reviews each partnering agency's resources and strategies and incorporates those resources and strategies into a county-wide gang reduction strategy.

### ***Objectives***

This project designed and implemented a comprehensive gang reduction strategy based on the Gang Reduction Initiative of the Center for Community Safety.

- ▶ Implement gang reduction strategy - Implement a county-wide comprehensive gang reduction strategy based on partnerships with stakeholder entities and individuals.
- ▶ Conduct needs/resources survey – Survey existing partnering agencies to identify resources and needs.
- ▶ Develop new partners – Develop new partners and resources to provide for identified needs of the comprehensive gang strategy.
- ▶ Provide prevention, intervention and suppression services – Provide coordinated prevention, intervention and suppression efforts throughout the county.

- ▶ Enhance communication – Provide communication between community and law enforcement partners through regular meetings, correspondence and other media as needed.
- ▶ Support the Gang Reduction Initiative – Support the Gang Reduction Initiative of the Center for Community Safety through collaboration and coordination.

**Accomplishments**

This grant was given an extension in 2008 to tie it to another GCC sponsored project. The Gang Coordinator position was to be filled by the end of January 2009. The selection board has made two recommendations from a national search and background investigations are underway.

**Gaston County Gang Initiative**



Implementing Agency: City of Gastonia  
 Gastonia Police Department

Area Served: Gaston County

Director: Amanda Neese, Director, Problem Analysis & Research,  
 (704) 867-3512

Funding: \$194,547

The Gaston County Gang Initiative will combat gang violence in Gaston County by implementing prevention, intervention and suppression strategies based on the Comprehensive Gang Model.

**Objectives**

- ▶ Prevent children from joining gangs by delivering the Street SMART gang prevention program in identified gang “hot spots”.
- ▶ Build assets and resistance skills in elementary students, enabling them to escape gang membership down the road.
- ▶ Increase the capacity of Gaston County law enforcement to identify and suppress gang violence and membership through the Joint Gang Taskforce.
- ▶ Empower youth to resist gang membership and/or disassociate with gangs through Gang of One, a confidential resource and referral service.
- ▶ Implement jail-based intervention services to enable inmates to leave gang lifestyles and lead more productive lives.



**One of the hand signs for the Latin Kings gang.**

**Accomplishments**

During the first quarter of the grant, agencies reported a total of 166 self-identified gang members.

Groups and teams meet regularly across Gaston County to share intelligence and coordinate their gang prevention efforts. The assessment team met at the Gastonia Police Department in July 2008 and decided to meet on a monthly basis, instead of quarterly as required by the provisions of the grant. The intervention team meets weekly at the Gastonia Police Department to identify at-risk youth who are acting out in school and provide them with alternatives to allow them to straighten their lives out. Gang intelligence meetings are held each month for law enforcement personnel to meet and share information. Attendees include the Gaston County Sheriffs Office, Gaston County Police Department, Gaston County school resource officers, Kings Mountain Police Department, Lowell Police Department, Stanley Police Department and the Department of Juvenile Justice and Delinquency Prevention.

Teaching, Education and Mentoring (TEAM) is a seven-week program conducted by school resource officers across the county. Due to manpower issues with both the Gastonia Police Department and the Gaston County Police Department, the program is only being taught in elementary schools at this time.

Street SMART programs are taught by the Boys and Girls Clubs in Gaston County. Three clubs partner with the anti-gang initiative in Gaston County and meet during the school year. The program is directed at youth in identified 'hot spot' locations within Gaston County.



**A Gastonia police officer works with a student in the TEAM program.**

The Gang of One program has taken off since the Gang Initiative grant was implemented. The Gastonia Police Department (GPD) paid for brochures and business cards for the Gang of One Coordinator and funded a web site and a resource guide. The Gang of One Coordinator, Law Enforcement-3 and members of the Gastonia Police Department have developed a presentation that illustrates the gang situation in Gaston County and promotes Gang of One Gaston and its hotline. Through the joint efforts of all three departments, 139 individuals have received gang awareness training between July and September 2008.

While the Gastonia Police Department has worked with the Gaston County Sheriff's Office (GCSO) and the Gaston County Police Department (GCPD) to pool their resources and work more efficiently to reduce and suppress gang activity across the county. The departments have met to discuss how to flag files within the records management system to identify gang members and to reduce the duplication of information gathered by all agencies. All three agencies network to deliver gang awareness training throughout Gaston County.



The GPD has developed automated reports to pull information on suspected gang members to link cases or to follow up on cases for validation purposes. Information is entered into GangNET on a regular basis. A new source of tracking has been implemented based on alerts from the Division of Criminal Intelligence (DCI), which allows the GPD to track known gang members and address gang migration and activities across county and state boundaries. Additional reports are reviewed by records personnel on a monthly basis to check for gang-related incidents and to flag those that may have been overlooked by officers in the field. Since January 2008, GPD has reported 456 suspected gang members in the City of Gastonia. Since the inception of this grant, 81 persons have been identified as validated, suspected or associated gang members.

The GCSO has made it a practice to interview suspected gang members to validate their gang associations. This enables them to gather intelligence information and to validate that the individual is an actual gang member. During the first quarter, members from five major gangs and one threat



group were interviewed and validated including 78 self-identified gang members. During the interview process, the GCSO interacts with the individual and gains additional information about their affiliations and criminal practices and also learns about the individual, what they need to disassociate from the gang and what they need to survive when released from prison. They track the services provided to all identified gang members, including GED training, substance abuse treatment, a daily reporting center, alcohol drug abuse and employment assistance.



The GCPD has designated officers to work with the school system to give presentations in conjunction with the Gang of One Gaston program. They have assisted the Gaston County School System in dealing with gang members in the schools to ensure and maintain a safe environment for learning. During the first three months of this program, the GCPD reported seven self-identified gang members and nine suspected gang members. Two arrests were reported due to school violence. The GCPD also tracks the progress of gang members through the court system. The agency networks with the GCSO and GPD to deliver gang awareness training throughout Gaston County. The GCPD gang detective also

attends the Gaston County Gang Intelligence and the NC Gang Intelligence Association Region 3 meetings to network with other gang officers and to gather necessary intelligence to benefit the county-wide program.

Officers from the GPD, GCPD and GCSO attended the 'Gangs across the Carolinas' conference in August 2008 where they received valuable gang intelligence and information about gangs in North Carolina. Officers also attended Project Safe Neighborhoods training in Greensboro, North Carolina.

Between July and December 2008, GPD identified 556 suspected gang members and 171 self-identified gang members. There have been 81 gang-related arrests for offenses including murder, robbery, firearms and weapons violations, drug related offenses, breaking and entering, assault, car theft, forgery, school related violence, domestic violence and sex offenses. Two firearms and drugs with a street value of over \$8,500 were seized. Gang activity included more than 14 separate gangs. During the reporting period, there were three ongoing gang investigations and four joint federal and interstate drug gang investigations.

**On Target**



- Implementing Agency: County of Gates  
Gates County Extension Service
- Area Served: Gates County
- Director: Reba Green-Holly, County Extension Director, (252) 357-1400
- Funding: \$180,000

The On Target Program is a year-round youth development program using the comprehensive gang model, focusing on peer mentoring, employability/financial literacy and public awareness programming. The program will operate during after school hours and the summer months for youths aged 7 to 19 and is conducted at schools across the county and at the Extension Center. Staff consists of two full-time program associates, extension staff, resource personnel and volunteers. Staff are responsible for recruitment, implementation and evaluation of the program. They will teach workshops, recruit volunteer and resource people and plan program activities. The curriculum will include extension and 4H financial literacy, employability, mentoring, public



speaking and record keeping skills and will be conducted by professional extension and 4H staff. Parent training and conflict resolution workshops will also be held.

The Extension Service provides in-kind staff, curriculum, facilities and transportation, while the local school system provide facilities, on-site support and also assists with transportation. Volunteers are used in a variety of areas. Agencies and local businesses also serve as collaborators, providing facilities, job sites, referrals, volunteers and resource personnel.

Youth are referred to the program by Gates County School System social workers, Social Services, law enforcement, juvenile probation counselors, parents and self-referral by means of a formal referral form. The youth referred to the program must be at risk (underachievers, at risk of dropping out, juvenile delinquents, family issues, etc.).

The curriculum will help youth gain life skills, employment, financial literacy, social, business and entrepreneurial skills. Four components will be implemented.

- ▶ Peers Empowering Peers – High school youth will be paired with elementary and middle school youth to provide social skills life skills mentoring using the 4-H Peers Empowering Peers youth development model.
- ▶ LifeSmarts – Workshops covering financial literacy, employability, entrepreneurship, leadership, public speaking, presentations, record keeping and life skills.
- ▶ Work Experience – Youths aged 15 to 19 will gain employment skills through placement on actual job sites as temporary paid workers for 12 weeks, 25 hours a week. Youths aged 7 to 19 will also gain entrepreneurship skills by conducting a mock business
- ▶ Public Awareness – Workshops and activities will be conducted to increase awareness and knowledge of youth violence prevention and gang activity among families and the general public.

### ***Objectives***

- ▶ 120 youth (100 at risk and 20 peer mentors) will participate in the On Target Program by the end of the grant.
- ▶ 75 percent of youth will increase life skills (team building, conflict resolution, decision making, goal setting, leadership, mentoring), financial literacy (banking, budgeting and consumerism) and employability skills (career research, entrepreneurship, job culture, work experience) by the end of the program.
- ▶ 75 percent of youth exhibiting anti-social behavior will improve the behavior initially referred for or identified by the end of the grant program.
- ▶ Maintain and strengthen the Youth Violence Prevention Task Force and increase public awareness of youth at risk issues.

### ***Accomplishments***

Currently the building housing the grant administrative offices has been closed due to environmental hazards, which has halted any progress in completing grant objectives.

Two Program Associates and one support staff member currently work with the program. Eight other Cooperative Extension staff assist with aspects of the program as needed. Currently 13 youth are participating in the program. So far, four youth mentors have been recruited. Additional mentors are being recruited and training is being scheduled. Youth are also being recruited for work experience programs. All should be in place and active by February.

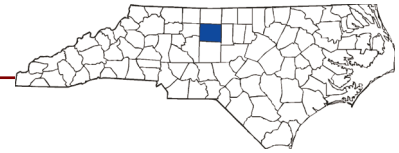
The Youth Violence Prevention Committee has met to plan Youth Violence Prevention Week; however, the date has not been set.

Staff members are participating in the Drop-Out Prevention Task Force. A strategic plan has been developed and committees have been set up to address the objectives of the task force.

Reba Green-Holley, the Project Director, is chairing the Agencies Collaboration Sub-Committee and the Back to School Jams Committee.

A women's program incorporating programming for girls aged 9 to 18 is being planned for January 2009. Topics to be addressed deal with youth issues.

### **HOPE: Amigos Y Hermanos**



Implementing Agency: SCV Ministries, Inc.

Hispanic Center of High Point

Area Served: High Point/Guilford County

Director: Sister Archana Nariparayil, Project Director, (336) 687-7005

Funding: \$199,675

The HOPE: Amigos Y Hermanos project will prevent, intervene and suppress gang involvement and gang activities among Hispanics in High Point through awareness education, parental and children's commitment and children's participation in creative and structured alternative groups called Power Cells of Peers (PCP).

#### **Objectives**

- ▶ Create awareness about gang issues through printed materials distributed among students and parents.
- ▶ Create awareness through anti-gang banners in front of schools both in the morning and the afternoon.
- ▶ Enlist parent participation through family visits and discussions; promote regular parental dialogue with vulnerable kids.
- ▶ Recruit Hispanic students for the program through school and home visits.
- ▶ Intensify student awareness and interest in the project through regular classes using GREAT, GRIP and other programs.
- ▶ Heighten student interest in the project by providing in-school and after-school assistance, entertainment and extracurricular activities.
- ▶ Develop activities and programs to form well-knit PCPs, to engage at risk youth and encourage them to exit and denounce gangs.



**Latino girls participate in after school activities and programs sponsored by HOPE: Amigos Y Hermanos.**

- ▶ Develop a sense of giving back to the community through volunteer opportunities.
- ▶ Provide an opportunity for youth to develop personal and social skills through educational and fun-filled summer camp.
- ▶ Suppress gang activities by sharing intelligence with law and order officials.

### **Accomplishments**

HOPE: Amigos Y Hermanos/Amigas Y Hermanas is a gang prevention program aimed at Hispanic youth. It involves the students in positive peer group interaction while developing "Dream Teams". Each youth is asked to identify their personal dream and keep a 'Dream Scrapbook' to record thoughts and goals. As they develop their dreams, they are grouped into 'Dream Teams' according to their interests and goals. The teams work together to help each other achieve their individual dream.



**Students work on their Dream Scrapbooks.**

One aspect of Amigos Y Hermanos/Amigas Y Hermanas program that sets it apart from similar programs is parent participation. The parents of students in the programs are required to attend the 'Parent Training' component of the G.R.E.A.T. and G.R.I.P program each week. The goal is to have parents partner with students to insure that they have the necessary tools to avoid gang involvement.

The Hispanic parents were not immediately receptive to enrolling their child in a group. Program caseworkers met with each family and child to address their fears and to determine what they wanted and needed in a peer activity group. The caseworkers have been instrumental in establishing rapport with the students and their families and are dedicated to keeping children out of gangs. Currently, 31 youth participate in the program and a total of 21 families are involved with the program. Caseworkers conducted 179 home visits in 2008, with over 320 hours of direct interaction with students and parents.

Staff work closely with the local Juvenile Detention Center of Guilford County. Formal gang prevention programs began in November. Officers at the center are anxious to work with the students and began 12 weeks of G.R.E.A.T. and G.R.I.P training for students and parents in January. These sessions will help young students identify positive choices and alternatives that will lead them closer to their dreams. Follow-up activities for each session will be recorded in the students' Dream Scrapbooks. It is the only G.R.E.A.T. and G.R.I.P. program in Guilford County at this time.

The success of the program is affirmed by the consistent attendance and the interest generated by each gathering of our students. Comments from parents support program initiatives:

*"Thank goodness there are some good activities for my child to be a part of."*

*"I am grateful that the Hispanic Center is helping me and my child to understand the issues with negative peer pressure."*



**After school programs provide youth with homework assistance and positive activities.**

Weekend activities are used as building blocks to win the trust of the students and to help them forge new, positive friendships

with students who share similar interests. Additional opportunities for learning and hands-on experiences as they relate to the students' dreams will be offered at the conclusion of the G.R.E.A.T. and G.R.I.P training. Field trips and invited speakers will be invited to future meetings.

Some of the activities organized for the youth have included:

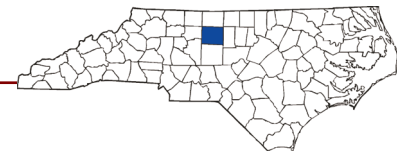
- ▶ Greet and Meet Day- students came together for the first meeting to meet and greet each other. Activities centered on defining goals/dreams, fun and fellowship.
- ▶ Dream Scrapbook Day- students created their personal Dream Scrapbook, recording their goals/dreams, activities from G.R.E.A.T. and G.R.I.P. and personal reflections of things they learn about themselves as they move toward realization of their goals/dreams in life.
- ▶ Field trip to Holiday Parade. This outing provided students, staff, volunteers and Sisters an opportunity to build bonds of trust and camaraderie.
- ▶ G.R.I.P program. Officers from the Juvenile Detention Center presented an overview of the gang prevention program. A question and answer session was held afterward.
- ▶ Christmas Bucks. Students could earn up to \$15 in Christmas Bucks by receiving \$1.00 for each good deed they did for their family or others. This exercise taught the students the need to help others and become responsible young people. The money earned was theirs to spend for family Christmas gifts. For many of our students this was the first time they had been able to purchase a gift for their parents or siblings. The students returned to the Hispanic Center after their shopping spree to wrap their gifts and enjoy a meal.



**GREAT training is an integral part of the HOPE: Amigos Y Hermanos project.**

Amigos Y Hermanos/Amigas Y Hermanas has overcome initial resistance from parents, the school system and the reluctance from targeted students to join the program. The newly trained and enthusiastic staff now feel confident as a team to expand programs, achieve the set goals of the project and have a positive impact on the targeted student population. Plans for 2009 include additional G.R.E.A.T. & G.R.I.P. training, career exploration modules, arts experiences with local artists and arts centers, sports and dance mentoring led by volunteer students from High Point University and more social activities involving both parents/students. The program also plans to offer parenting classes to parents that are separate from gang prevention training

**Greensboro Anti-Gang Initiative**



- Implementing Agency: Greensboro Police Department
- Area Served: City of Greensboro
- Director: Kevin Moore, Sergeant of Fiscal Management, (336) 373-2352
- Funding: \$499,999

The Greensboro Anti-Gang Initiative project will work to provide multi-layered alternatives designed to promote gang/criminal resistance in at least 2,100 Greensboro youth age 7-16. The



project also provides critical support to the newly formed Gang Unit within the Greensboro Police Department.

### **Objectives**

- ▶ Link to various community citizen groups (Neighborhood Congress, Community Watch, etc.) on a monthly basis to share information and listen to citizen concerns.
- ▶ Reduce Part I offenses (murder, rape, robbery, aggravated assault, burglary, larceny, arson and auto theft) committed by gang members or the associates by 25 percent.
- ▶ Increase attendance at five community center after school, basketball and football programs. Maximum levels are 300 for football, 600 for basketball and 150 for after school programs.
- ▶ Establish Police Athletic league (PAL) weekly programming at Windsor Recreation Center by the end of the second quarter 2008.
- ▶ Establish night basketball league through PAL by the end of July 2008.
- ▶ Establish PAL programming at two additional recreation centers by the end of 2008 and at two other recreation centers in 2009. Each site will serve 30-50 youth and 8-10 adults.
- ▶ Employ 64 youth between the ages of 15-17 through JobLink's summer youth employment program.
- ▶ Increase gang resistance and a sense of community by participating in programs at recreation centers.
- ▶ The Greensboro Police Department Gang Unit will organize two educational sessions per month at community meetings and other locations across the city.

### **Accomplishments**

The unit has purchased audio-visual equipment necessary for presentations as part of the educational component of the grant. They have also purchased nine computers for use by the Gang Unit and have funded 17 positions within the unit.

Staff have referred 44 students to the HOPE Project. They have completed 145 gang field interview reports. GangNET has been institutionalized as the primary gang intelligence database.

The Gang Unit has made 126 arrests. Fifty-three were narcotics related, while one was for weapons, one for first degree burglary, three for sex offenses and 66 for other crimes.

In arrests, officers have seized 332 grams of marijuana, 61 grams of powder cocaine, 15 grams of crack cocaine and six grams of Ecstasy, recovered \$2,000 in stolen property, seized \$3,300 in cash and two handguns.

Gang awareness training has been provided to Community Resource Officers. Members of the Gang Unit regularly attend community meetings. A city-wide gang awareness presentation at city hall was held prior to the start of the school year.

Parks and recreation fees were waived for participants in after school, football and basketball leagues at five recreation centers across the city. During September 2008, 618 youth participated in football programs. After school programs were popular, with 688 youth attending in September, 618 in October and 553 youth participating in November. The Department of Parks and Recreation is currently seeking participants for basketball programs at five recreation centers.

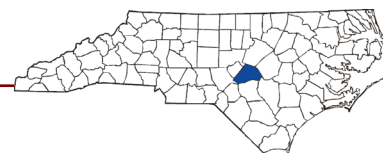


The Police Athletic League (PAL) facilitated weekly programming at Windsor Recreation Center in July, August and September 2008. They also facilitated additional programming via Free Flow Fridays/Community Nights at local recreation centers reaching 60 youth between the ages of five and 18 during July 2008, 124 youth during August 2008 and 45 youth during September 2008.

According to the employment summary for JobLink, 78 youth between the ages of 15 and 17 were trained and employed during the summer of 2008 by JobLink's Summer Youth Employment Program.

In partnership with Win-Win Resolutions, Inc. of Greensboro (a local non-profit), the Greensboro Police Department hosted a conflict resolution enrichment workshop targeting middle-school youth to address gang activity and involvement during July 2008.

### **Harnett Area Community Action**



Implementing Agency:	City of Dunn
Area Served:	Harnett County
Director:	Rodney Rowland, Lieutenant/PAL Director, (910) 892-1873
Funding:	\$192,282

The Harnett Area Community Action project will reduce gang activity in Harnett County by working in partnership with area law enforcement, churches, civic groups, hospital, youth organizations, county agencies and the citizens with a comprehensive enforcement, intervention and prevention program.

#### **Objectives**

- ▶ Conduct gang identification, documentation and reporting training to law enforcement.
- ▶ Train the Community Actions Committee (PAL Advisory Board) and citizens on basic gang identification and awareness through presentations, news media and the Internet.
- ▶ Local school resource officers will teach Gang Resistance Education and Training (GREAT) in elementary and middle schools.
- ▶ All law enforcement in the community will identify and report gang activities and graffiti removal.
- ▶ Involve at-risk, current and former gang members in prevention and/or intervention programs through the Dunn Police Athletic League and its various programs.
- ▶ Provide resources of the Community Action Committee (PAL Advisory Board) to identified gang members.
- ▶ Youth Coordinator will help recruit at-risk, involved or former gang members to participate in positive programs in the Dunn Police Athletic League.
- ▶ Community Coordinator will recruit businesses, churches, civic organizations and parents to help with PAL programs, also to help form the Community Action Committee under the PAL Advisory Board.

- ▶ Youth Services Officer will make personal contact with those youth and adults on a daily basis that are at-risk, involved or former gang members that are absent, suspended or dropped out from a school. He/she will recruit them back to education and to Dunn PAL programs.
- ▶ Specialized Gang Investigator will help coordinate all law enforcement sessions within the department and in the county. The Gang Investigator will also validate, prosecute, track and report all gang information and will conduct all gang presentations in the area as needed.

### **Accomplishments**

The Gang Specialist provided training for law enforcement officers from four agencies at Campbell University. Training was also conducted for Community Action members, the Dunn Police Athletic League (PAL), the Dunn Rotary Club, local middle schools and two local businesses. An additional two day training class was held for all law enforcement officers at Campbell University and a gang identification class was held for all coalition members. Ongoing training is held for new members as they join.



**Volunteers paint over graffiti on a building in Harnett County as part of the community-wide clean-up.**

Certified school resource officers (SROs) have provided GREAT training to 465 area youth since 2006 and three GREAT graduations have been held. GREAT sessions were held in elementary and middle schools across the county during 2008.

Four area police departments were issued laptop computers and digital cameras to document and identify gang graffiti. A community-wide graffiti clean-up was held in 2006. Graffiti has been removed three additional times since then. Between March and December 2008, a total of 37 gang graffiti cases were identified and documented.

A Community Action Committee has been formed and meets monthly. Members include staff from the Dunn, Coats, Angier, Erwin and Lillington Police Departments, probation and parole officers, the district attorney's office, Alcohol, Tobacco and Firearms (ATF) officers and juvenile justice personnel, staff from Betsy Johnson Hospital and local community and church organizations. The meetings are informative and have increased the collaboration between agencies.

In 2007, local law enforcement officers were provided training on GangNET, including how to enter and update data in the system. Since then, a total of 276 documented gang members have been entered into the database. Currently, approximately 10 to 15 individuals are under investigation for gang involvement.

The Dunn PAL has worked to involve at-risk youth and former gang members in prevention and intervention programs. In 2008 alone, PAL had a total of 4,173 youth enrolled in programs, with an investment of 7,724 man hours or an average of almost two hours per youth enrolled. Services to youth overall have increased, but still need to be expanded to meet the needs of prevention and intervention programs. In 2007, one girls' basketball team representing the Dunn PAL finished second in the state and two teams participated in a national basketball tournament in Kansas City.



**The Dunn PAL's Lady Wildcats placed second in the state tournament.**



Harnett Community Action conducted their first 'call-in' of validated gang members in November 2008 at the Dunn PAL Center. The call-in provides gang members with alternative resources to gang involvement. A juvenile call-in is scheduled for February 2009 and an adult call-in is scheduled for March 2009.

The Reach One mentor program was started in conjunction with the Dunn Area Chamber of Commerce. The program is modeled around the Big Brother, Big Sister and has received assistance from that program. It is designed to serve youth in single-parent homes but will work with any at-risk youth.

### ***Henderson County Gang Prevention***



Implementing Agency: Henderson County Sheriff's Office  
 Area Served: County of Henderson  
 Director: Steve Carter, Captain, Patrol Division, (828) 694-2793  
 Funding: \$80,135

This gang prevention project will continue to work to create a community where youths and their families reject gangs and where gangs no longer exist. It will work to prevent youth gang activity, violence or gang related crimes in Henderson County through youth enrichment, education and public safety awareness.

#### ***Objectives***

- ▶ Invite all impacted agencies and organizations to actively participate in the Henderson County Gang Prevention Partnership.
- ▶ Decrease the level of reported graffiti in Henderson County in a timely manner.
- ▶ Create an environment in which the community feels like part of the "team" and actively participates in finding solutions to the gang problem.
- ▶ Create strong relationships with the growing Latino population within Henderson County.
- ▶ Increase the number of youth that participate in healthy activities rather than illegal activities.
- ▶ Educate middle school aged students regarding the pitfalls and dangers of gang involvement.
- ▶ Educate citizens on the seriousness of the gang issue in Henderson County.
- ▶ Increase the overall public safety awareness of the community by offering gang information classes.
- ▶ Reduce juvenile involvement of gang related crime within the community and lower exposure of high risk students to gang activity in Henderson County.
- ▶ Convert the Latino Outreach Coordinator to a sworn position.

#### ***Accomplishments***

The tri-county Gang Task Force, made up of staff from the Buncombe County District Attorney's Office, Probation/Parole and the Department of Correction, meets on a monthly basis to exchange

intelligence information. Five full-time gang investigators are dedicated to gang enforcement within Henderson and Buncombe counties and assist other agencies upon request.

The level of reported graffiti has decreased around the county. The public is reporting graffiti promptly, which results in quicker clean up. As of this date, the areas cleaned are still free of graffiti.

The Latino Outreach Coordinator has attended community meetings and is networking with a myriad of Latino agencies in order to share information with that community. A committee was formed with several different local Latino agencies to address growing gang issues in the community.

The Gang Unit supervisor has been appointed to the Boys and Girls Club Board of Directors.

Four SROs have recently graduated from Gang Resistance Education and Training (GREAT) and are implementing the program in the area. Members of this Gang Unit have counseled numerous "at-risk" youths on an individual basis regarding the dangers and pitfalls of gang involvement.

The unit has had gang awareness discussions with federal probation officers, school staff members and members of the Juvenile Crime Prevention Council (JCPC).

Members of the Gang Unit have been assigned as liaisons between the Henderson County Court System and Community Service Division. This has resulted in the cleanup of graffiti in the community by those adjudicated in court. Some of the locations had multiple gang taggings, but have been cleaned up and remain clean. Having the individuals clean up their graffiti has had more impact on the juveniles than allowing them to pay restitution. The graffiti incidents have not been repeated in the area.

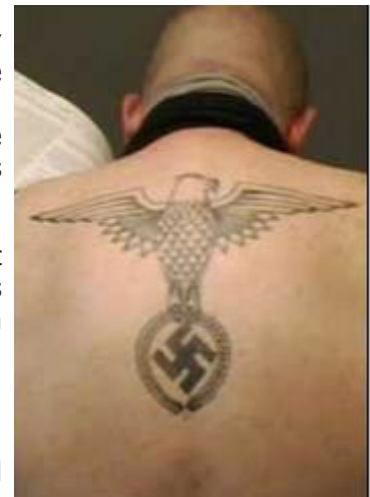
The Gang Unit has established and maintained a high level of contact with the school resource officers who can and do call for interventions with high risk youth. The Gang Unit has also noticed an increase in communication and effort put forth by other patrol officers involved.

The unit has been able to identify and document numerous gang members who were previously unknown to law enforcement and the community. This has been achieved by educating jail personnel and by conducting gang awareness classes and periodic visits to the detention facility. The documentation has enabled officers to successfully identify gang members who have committed break-ins and weapons violations. Through field interview and intelligence photographs, gang members have been identified and linked to specific incidents. Validated gang members are regularly added to the GangNET database.

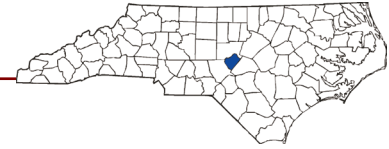
An example of the Gang Unit's intervention and suppression techniques involved an encounter with an adult gang member in custody at the detention facility. The interview provided information on a party attended by gang members, adults and underage youth where alcohol was being consumed. Using contacts in the multi-agency task force, a gang investigator in another jurisdiction was notified. The location of the party was discovered and was visited by an Alcohol Law Enforcement agent to verify the alcohol violations. The party was averted before activities escalated. The father of a 13-year-old girl, who picked his daughter up at the party, was very pleased with the results of the unit's work.



**Educating the community about gangs and gang signs has increased the awareness of gangs in Henderson County.**



**Sanford's Comprehensive Project to Combat Gangs**



Implementing Agency: Sanford Police Department  
 Area Served: City of Sanford  
 Director: Wayne Poe, Major/Assistant Chief, (919) 775-8251  
 Funding: \$ 99,396

This project will identify local gangs and gang members and will concentrate on developing prevention and intervention programs to educate the community and to turn youth away from these gangs. The project will include suppression efforts focused on reducing gang membership and related crimes.

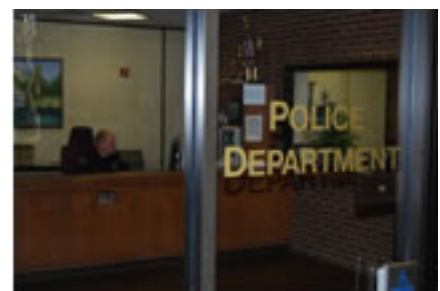
**Objectives**

- ▶ Identify local gangs, gang members and gang related crimes.
- ▶ Develop community knowledge of gangs and local gang culture.
- ▶ Reduce the number of gun-related crimes in Sanford.
- ▶ Reduce the number of juveniles (under 16) charged with criminal offenses.
- ▶ Conduct outreach/intervention programs with youth at risk for gang involvement.
- ▶ Develop partnerships with community organizations to better serve at risk youth and their families.
- ▶ Attend eight regional gang meetings, one annual NCGIS conference and host one regional meeting.

**Accomplishments**

John Cardinali, an officer with the Sanford Police Department was hired as Gang Investigator in August 2008. Since September, he has attended training sessions in Basic Latino Gang Awareness, GangNET, Basic Street Gang Awareness as well as training on a gang module records management. He is active in the N.C. Gang Investigator's Association, attends Lee County Gang Task Force meetings and has established contact with other officers working on gang issues in the central Carolina area.

Upon being hired as the Gang Investigator, Cardinali first focused on getting up-to-date training on gang issues and on identifying local gangs and gang members. So far, approximately 10 gangs have been identified locally. He has received GangNET training and has entered members into the statewide database. To help identify local gangs and members, he also set up a gang database within the Sanford Police Department (SPD) records management system. He has met with other SPD officers who have worked on gang-related issues intermittently over the years and with local school resource officers (SROs) who deal with gang issues on a daily basis. He has attended local functions (such as the county fair and high school ball games) to identify gangs and gang members present.



**The Sanford Police Department hired John Cardinali as Gang Investigator in August 2008.**



Cardinali had to jump into gang investigations head first. He has conducted several investigations of gang-related activity that lead to arrests. These investigations included three separate shootings, an assault at a high school and a felony assault at a local restaurant. He was recently assigned to a case involving a gang-related homicide. He has shared information with other units within the SPD and has assisted with investigations involving potential gang members in narcotics violations, vehicle break-ins and robberies. He works with the Sanford Public Works Division graffiti removal team to locate, identify and record gang graffiti for removal.

Officer Cardinali has also worked actively to inform the public about local gang issues. He has been interviewed by the local newspaper and also has also been featured on a local radio station talk show. He participated in a gang awareness education program at a local church with officers from the SPD and the SROs and has presented a community awareness program for a local apartment complex. He is scheduled to participate in a parent information session for the middle schools and is working with the local public housing agency to make presentations to residents there. The number of community presentations is expected to increase during the next few months as more local residents become aware of the gang problem in Sanford and request information on gangs and gang activity.

**Lee's Gang Task Force Officer**



- Implementing Agency: Lee County Sheriff's Office
- Area Served: Lee County
- Director: David Prevatte, Lieutenant, (919) 842-0145
- Funding: \$60,766

At the time of the agency's grant pre-application, there were 250 validated gang members and 15 documented gang sets in Lee County. A number of crimes, including murder, robberies, burglaries, drive-by shootings and narcotics trafficking, were committed by known gang members and were sanctioned by gang leaders. The community assessed the needs of the county and developed an approach to combat gangs that incorporates intervention, suppression and prevention.



The Lee County Sheriff's Office requested funds to establish a Gang Specialist/Investigator position to help implement the Lee County Advisory Committee's plan to combat gangs in the county. The officer will work with both law enforcement and other agencies to establish a broad range of initiatives. The Gang Specialist will coordinate the implementation of the sheriff's office portion of the plan and be available to assist other law enforcement agencies in implementing their part of the plan. The specialist will also serve as a central point of contact for all shareholders to address inquiries and concerns and will hold meetings on a quarterly basis. This officer will enhance the ability of the sheriff's office to address the growing gang problem in the community and surrounding area and will work with more than 20 stakeholders.

The Gang Specialist will provide additional GREAT programs in the Lee County School System beginning this fall. The GREAT Summer component offers students the opportunity to enhance their social skills, gives them an alternative to gang involvement and adds structure to their summer months. The GREAT Families component is a family strengthening program. It consists of a six-session family curriculum and a family/community resource guide for GREAT facilitators. The family curriculum uses group interaction, activities and skills practice to engage parents and

children ages 10-14 and to foster positive family functioning.

### **Objectives**

- ▶ Develop and implement a county wide comprehensive gang plan for Lee County.
- ▶ Establish a database for gang activity in Lee County and share information with stakeholders and GangNET officials.
- ▶ Reduce gang related crimes in Lee County.
- ▶ Lessen the public's fear of gang activity.
- ▶ Provide intervention programs to target youth.

### **Accomplishments**

Sergeant Renea Seydel was hired as Gang Investigator for the Lee County Sheriff's Office in August 2008 and a Gang Task Force has been established. Members of the task force include the Department of Correction, Probation and Parole, Juvenile Justice, Lee County Schools Special Police, Moore County Sheriff's Office, Boys & Girls Club, YMCA of Lee County, Greensboro Police Gang Unit, Provisions Academy, Sanford Police Department, Juvenile Crime Prevention Council and the Center Church Community.

GangNET went live in August 2008 establishing an active database of gang members and their activities. Since that time, 34 validated gang members have been entered into the system.

Covert and overt operations are in place in areas frequented by gang members to curb gang violence. The task force has assisted the Sanford Police Department with intelligence in recent gang-related shootings.

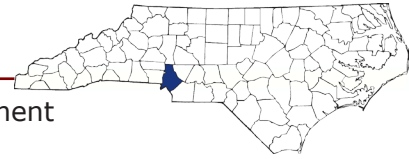
Sgt. Seydel is involved in various community watch forums that are geared towards educating the community. As a result of the community watch system, intelligence is obtained on gang activity, which contributes to identification and suppression of gangs. Radio interviews have helped to relay information on gang activity in Lee County and provide suggestions on how to keep the community safe and preserve the quality of life.

An intervention team, made up of former gang members, has been created. The team will travel with the director of the task force and take part in outreach activities - working with teens that are at risk of gang affiliation. The month-long 'Street Smarts' program has been taught at Boys & Girls Clubs, providing education on how gangs target youth and the dangers and consequences of gang affiliation and activity. A summer camp was held with the club, with 14 at risk juveniles. The camp focused on team-building skills, the judicial system and gang resistance education.

*"The program is achieving its goals by educating the community and allowing an open line of communication among the community and law enforcement. . . . A partnership with other judicial officials, surrounding law enforcement agencies, schools, faith-based and community resources and parents have been strengthened by the inception of the Lee County Gang Task Force. . . . A circuit team of reformed gang members have been instrumental in providing invaluable intelligence to the Task Force and has agreed to join the Task Force in the intervention phase. . . . Though we have received many accolades from the community on the Gang Task Force, our work and continued efforts in saving our youth are just beginning."*

Sgt. Renea Seydel, Gang Investigator, Lee County Sheriff's Office

## Gang of One



Implementing Agency: Charlotte-Mecklenburg Police Department  
Area Served: City of Charlotte  
Director: Rev. Fran Cook, Gang of One Director, (704) 336-7331  
Funding: \$79,844

This program will reduce gang membership and crime in targeted communities through an integrated plan of prevention, intervention and suppression coordinated by Gang of One in partnership with the NC Governor's Crime Commission and local agencies and law enforcement.

### Objectives

- ▶ Hire two new staff members for Hotline and Program management.
- ▶ Create a database for Hotline calls and referrals.
- ▶ The Charlotte-Mecklenburg Gang Prevention Coalition will participate in regular planning sessions, with at least ten meetings annually.
- ▶ Expand current youth programs.
- ▶ Support new programs for youth and families.
- ▶ Enable approximately 3,000 adults to participate in a Gang of One awareness and recognition workshop, with at least 65 percent indicating a significant increase in knowledge of gangs and gang prevention strategies.
- ▶ Enable approximately 2,500 youth to participate in gang resistance training, with at least 65 percent indicating a resistance to joining a gang.

### Accomplishments

In partnership with the Governor's Crime Commission, Gang of One (GO1) added two civilian positions to assist with gang prevention initiatives: G01 Hotline Manager and G01 Program Manager. The Hotline Manager coordinates all requests for gang resistance trainings and gang awareness



#### **Gang of One added two civilian positions to their program.**

workshops and assigns all youth referrals. The Program Manager coordinates G01 programs, ensuring implementation of best practice strategies, program evaluation and program compliance. The G01 Hotline Manager started in July 2008 while the Program Manager started on October.

The G01 Hotline Manager is developing a database to track G01 referrals, education requests, prevention programs and intervention initiatives. The manager met with the department's Computer Technology Systems personnel to outline needs and discuss software options. A decision on software was to be made in January 2009.

The G01 Hotline has received 280 calls since the beginning of the grant. G01 provided local agency resource information to seven youth and their families in support of their efforts to dissociate from gangs. These agencies included Boys & Girls Clubs of Greater

Charlotte, Big Brother Big Sister, Charlotte Boxing Academy, Police Athletic League, United Family Services, Right Moves for Youth, Charlotte-Mecklenburg Schools athletic programs and YMCA.

The Gang Prevention Coalition met four times, established sub-committees which met separately from the full coalition and created a draft Strategic Operating Plan (SOP). The SOP will be approved by the full coalition in January 2009 and presented to Charlotte City Council, Mecklenburg County Commissioners and Charlotte-Mecklenburg Schools (CMS) Board of Education in 2009.

Truancy/Safe Neighborhoods reduces juvenile criminal activity and truancy and increases student attendance in school, using CMPD officers and school-based intervention teams. The program has expanded from two to seven sites.

No Easy Walk is a peer leadership, gang prevention and social responsibility program that provides middle school students with skills and alternatives to resist gang involvement. Sites have expanded from two schools to five. Partners in the program include: CMPD/G01, CMS, AIM Fitness, Mecklenburg County Parks & Recreation, Partners in Out-of-School Time, NC Outward Bound, University of North Carolina – Charlotte and Xtreme Challenge.

Crossroads Teen Theater is a new initiative for Gang of One. It provides area youth the opportunity to talk with police and other local organizations about youth and gang violence and gives agencies an opportunity to hear from youth about their experiences with and solutions for youth and gang violence. The experience will culminate in the creation of a live theater performance that will be toured at schools and community locations. Participants will also host a community-wide teen summit. Participating agencies include CMPD/G01, CMS, Charlotte Crossroads, Charlotte-Mecklenburg Community Relations Committee, Matthews Community Theater, Mecklenburg County Public Library System, Theatre Charlotte, Blumenthal Performing Arts Center and Spirit Square.

Stand Up and Speak Out, another new program, is a public service announcement (PSA) contest for students in middle and high school. These students will create an original PSA designed to highlight for their peers the benefits of staying in school and the dangers of joining a gang. The contest will culminate in the creation of four public service announcements which will be produced and aired by Time Warner Cable. The CMPD/G01, CMS, Mecklenburg County Parks & Recreation and Time Warner Cable are working together on this project.



**A Charlotte-Mecklenburg police officer conducts a gang recognition workshop for students.**

1,390 adults participated in 42 gang recognition and awareness workshops. More than 200 (or 22 percent) adult workshop participants completed post-program surveys. Of those completing the survey, 81 percent indicated that their knowledge of gangs grew significantly, 76 percent indicated that their knowledge of gang prevention and intervention increased significantly and 79 percent indicated that their knowledge of collaborative efforts to reduce gangs increased significantly. Another 1,590 adults benefited from gang prevention materials and information provided by G01 at resource fairs and special events.

1,154 youth participated in 25 Gang Resistance workshops. Post-program surveys were completed by 58 percent of youth workshop participants. Of those completing the survey, 83 percent indicated that they could resist gangs and 81 percent indicated that they would call or recommend that a friend call G01 if they needed to discuss a gang-related issue.

Gang of One has successfully collaborated with a number of agencies, including AIM Fitness, Blumenthal Performing Arts Center, Charlotte Crossroads, Charlotte-Mecklenburg Schools, Charlotte-Mecklenburg Community Relations Committee, Home Depot, Mecklenburg County Parks and Recreation, Mecklenburg County Public Library System, Matthews Community Theater, North Carolina Outward Bound School, Partners in Out-of-School Time, Theatre Charlotte, Spirit Square, Time/Warner Cable, University of North Carolina – Charlotte and Xtreme Challenge. These agencies collaborate in support of a variety of gang prevention and intervention programs and initiatives.

***GRASPP: Gang Resistance Awareness and Prevention Program***



Implementing Agency: Rocky Mount Area United Way

Area Served: County of Nash

Director: Ginny Mohrbutter, Executive Director, (252) 937-2213

Funding: \$131,298

This project will fund a Gang Resistance Awareness and Prevention Program (GRASPP) in the Nash County/Rocky Mount/Edgecombe County area and will focus on gang resistance, awareness, prevention and suppression topics via training and other opportunities in the community.

***Objectives***

- ▶ Develop base gang awareness/prevention training presentation for targeted youth, educators and other groups.
- ▶ Provide gang awareness training to target youth in the 7-14 age range.
- ▶ Provide training on gangs, prevention strategy and alternative solutions to families and caregivers of at-risk youth.
- ▶ Provide training on gangs to educators in the area school systems.
- ▶ Provide gang awareness training to local civic, business and private groups in the area.
- ▶ Develop informational media on gang awareness, gang resistance and program services and distribute to groups in the local area.
- ▶ Develop and incorporate a web site to inform, educate and disseminate gang related education materials, contacts, information and resources that the community can use to address gang issues in the area.
- ▶ Initiate an intervention team to recruit community resource volunteers and provide training in community resources for intervention situations
- ▶ Promote and encourage the use of GangNET in all local law enforcement agencies to assist with gang suppression activities within the project area.
- ▶ Develop and implement local graffiti identification and eradication programs to suppress gang related graffiti incidents in the project area.

***Accomplishments***

GRASPP identified a gang awareness/prevention curriculum currently utilized by the Rocky Mount Police Department and is tailoring the existing curriculum to meet GRASPP program objectives.



While the training is being finalized, a targeted directory of Rocky Mount-Nash Public Schools has been developed which identifies a contact database of school personnel and schools of interest. A contact database of local civic, business and private groups was also developed. A training calendar is currently being developed that ties in to the academic school year. A GRASPP logo, marketing materials and a web site are being developed.

GRASPP has recruited members for the intervention team, has created a list serve for team communication and continues to recruit additional members via media advertisements, local community calendars and from the American Red Cross.

A GangNET contact has been identified at the Rocky Mount Police Department and the Nash County Sheriff's Office. GRASPP will coordinate strategic methods for increasing the utilization of GangNET in both agencies.

The graffiti reduction program is under development and is being tailored to meet the guidelines of the City of Rocky Mount Graffiti Ordinance Sec. 14-15.



**A graffiti reduction program is being developed.**

A Gang Prevention Specialist was hired in November 2008 and is accumulating gang prevention materials, pre-existing curricula and program information to develop a training program designed specifically for GRASPP.

Ongoing activities include developing programs, databases, networks, the web site and interactive program components for GRASPP. The overall policies and procedures of the program are being refined, a graffiti reduction program is being developed and collaborative marketing of the program continues in the community. Staff are working to staying abreast of the current trends in gang prevention and awareness, as well as community activities, workshops and training related to program objectives. The use of GangNET databases within law enforcement is increasing.

GRASPP has had a major impact in the Rocky Mount and Nash County area. Prior to the program, there was not a community-based gang awareness prevention program in the area. The program's four-component objectives, as well as its invested partners, specifically the Rocky Mount Police Department, Nash County Sheriff's Office and the United Way have made a positive difference. The effect of the program is far-reaching because GRASPP extends its support and network base outside of its invested partners and into a broad array of community collaborators. GRASPP has developed relationships with Representative Angela Bryant, Nash County Sheriff Dick Jenkins and Rocky Mount Police Chief John Manley. As a result of these connections and media marketing, GRASPP has recruited intervention volunteers from community members, church clergy, as well as the American Red Cross staff. GRASPP is currently compiling statistics on gang incidents in the service area and will provide the results once they are obtained. GRASPP is currently working on a news article to market the program to the community, as well as an initiative to recruit new intervention team members.

*"GRASPP has been very well received in our community of Rocky Mount, Nash and Edgecombe Counties. Our community has been hungry for information about how they might get involved in a community effort to support gang and crime prevention. As our community members have learned about GRASPP, many have expressed interest in getting involved with the program and believe that it is highly needed in our community and can have real impact.*

*In the last several months, we have spoken to several community groups about GRASPP, as well as presented the details at a Chamber of Commerce "State of the Community" program. We have also had two spotlights on WRAL-TV, talking about our community*

*effort to prevent gangs through GRASPP. We have also hired an excellent Gang Prevention Specialist, Cynthia Jackson, who has embraced the program concept and hit the ground running. Her knowledge, passion and attention to details make her a great asset to our program. Many of our grant program objectives are well underway and will come to fruition very quickly in early 2009."*

— Ginny Mohrbutter, Program Administrator, United Way Tar River Region

### **Collaborative Gang Task Force Effort**



Implementing Agency: New Hanover County Sheriff's Office  
Area Served: County of New Hanover  
Director: Tim Fuss, First Sergeant, (910) 798-4156  
Funding: \$200,001

The Collaborative Gang Task Force Effort will further address the established prevention, intervention, diversion & suppression strategies currently implemented by the New Hanover County Sheriffs Office and the Wilmington Police Department designed to target factors that cause and sustain gang/juvenile violence.

#### **Objectives**

- ▶ Decrease by 10 percent the recidivism rate of court involved youth.
- ▶ Increase by 10 percent the number of program involved youth that improve academic performance.
- ▶ Decrease by 10 percent gang activities and number of youth who associate with gangs.

#### **Accomplishments**

The New Hanover County Gang Task Force Program ELEMENTS has proven to be a successful program, producing consistent and effective results in the first two years of its operation. The task force continues to move forward with these programs, which use an effective combination of resources for the community.

Since August 2008, the program has made 40 gang awareness presentations, 380 school visits and 6,735 contacts made with agency personnel, teachers, court officials, youth, families and law enforcement officials. A case manager has been hired and is responsible for up to 20 cases, which are assigned by the Gang Counselor. Brochures, t-shirts and awareness bracelets were created for youth, families and community members to empower a stand against gang violence.

Currently 63 youth and/or families are enrolled in the New Hanover Sheriff's Office Gang Task Force (NHCSO GTF) Program ELEMENTS. Partner agencies include the Coastal Therapeutic Riding Program, Climb On Rock Climbing and Coastal Horizons Outdoor Learning. Weekly Open Center and bi-monthly therapeutic groups are held at the ELEMENTS youth center.

While yearly program evaluations have not been conducted, a survey of 15 program participants (including eight court-ordered participants) indicates that six have disassociated from their gang involvement. Six of the participants were compliant with the terms of their probation and 12 did not receive new charges while in the program. Thirteen of the 15 participants attended scheduled appointments and events as planned. All 15 participants have attended group work that incorporates working with other peers and adults. All 15 currently receive case management

and therapy. Two of seven participants who were age eligible to hold employment found employment.

The mission of the NHCSO GTF Program ELEMENTS is to prevent children from joining gangs, intervene with young people who have gang affiliation, divert youth and young adults from continued gang involvement and to suppress those who prevent others from doing any of the above. Program ELEMENTS operates under the philosophy that gang membership is a coping skill that provides fulfillment to a life void. These voids may be triggered by many different life events but usually stem from the lack of nurture of three basic developmental needs; sense of belonging, sense of connection and self identity. The programs attempt to identify what the person is lacking and help him or her gain insight to their behaviors and how life events may affect them or have affected them in the past.



**Hispanic gangs are increasing in New Hanover County.**

Program ELEMENTS recognizes the need for individual services knowing each young person has different "ELEMENTS" of life to contend with and overcome and strengths to build upon. Each youth involved in Program ELEMENTS receives an individualized treatment plan, individual family and group therapy, case management and access to the youth center.

In addition to these individual services Program ELEMENTS strongly believes in experiential therapy and has collaborated with local agencies to provide this service. Such activities build positive self identity, create a sense of belonging to a group/community, provide traditions and values, serve as a buffer against social risk factors, increase self esteem, empower youth to take leadership and enable teens to build rapport with their peers and adults. The principles of experiential therapy include activities that are action oriented, occur in an unfamiliar environment to eliminate preconceived expectations and use positive stress to promote change, a focus on solutions and successful behavior and activities that help to develop trust and increase social skills.

Some of these programs include outdoor learning, in partnership with Coastal Horizons, equine therapy in collaboration with Coastal Therapeutic Riding and rock climbing in partnership with Climb On, a local climbing gym. In partnership with New Hanover Regional Medical Center, A Second's Chance program uses a trauma room dramatization to illustrate the reality of gang violence and penetrating wounds.

NHCSO GTF Program ELEMENTS is the only all inclusive gang program in existence. All NHCSO GTF members participate in these programs including law enforcement. All members of NHCSO GTF either facilitate or co-facilitate all of the programs.

Additional programs offered to youth and adults in the community include social re-entry programs, anti-gang youth presentations and street outreach activities.

*"I was learning what to do with my life. What kind of friends I will have. I can make good friends that make the right choices. Friends that don't ask me to do bad things like break the law, steal a bike, break in a house, or smoke weed".*

— An 11 year old student speaking of her participation in a Program ELEMENTS anti-gang curriculum

*"You are an inspiration to my life with your laughter and kindness. You made me smile through good and bad times. If it wasn't for people like you there would be no times, good or bad."*

— Tameka, a 19 year old participant in Program ELEMENTS

*"You fight for us kids. You are always there and that is what we need. Most people don't understand, we just want to talk about our feelings sometimes."*

— A 16 year old high school student involved with Program ELEMENTS

*"Who are my students? My students are: poverty and immigration mixed with fear, oppression and language barriers. All of these elements are mixed in the same bag with education. Student frustration abounds and gangs look very appealing. Gang symbols appear day in and day out. How does an educator deal with such a heavy load of issues? I reached out for help.*

*The New Hanover County Sheriffs Gang Task Force has worked with my class to help address the social issues that are too much for one educator to tackle. They have faithfully arrived every week including for after school activities to help address the deeper issues of self-esteem, confidence and a sense of belonging. The gang symbols are just the surface product of a deeper social ill. My students have learned to express themselves, how to trust other members of the community outside of school and they are learning how to identify and work through social problems.*

*The help I have received from the Gang Task Force has been invaluable. It is the catalyst to social change and a preventative to crime. Spending a few days a week on major social issues with the Gang Task Force has allowed me more time to focus on academic issues. I have also noticed a great change in the confidence level of my students. They smile more, they look forward to time spent with the Gang Task Force and discussing their problems. I do believe that my students feel cared about now, more than ever before. It is when students beg me to let them stay; when they tell me that the other classes are so difficult socially and that they consider my class a reprieve, I know that with the Gang Task Force I am helping change their reality.*

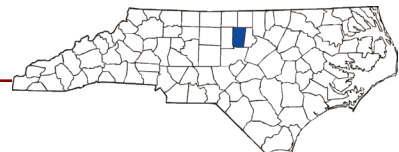
*So, how do you handle such heavy social issues? I recommend... or better I state, you must reach out."*

— A New Hanover County Public School Teacher

*"Thank you for not giving up on me, even when I avoided you and turned away. I have made some awful choices and many of them have caught up with me. I wasn't always ready for change but I am now and you were there."*

— A 17 year male who is involved in Program ELEMENTS

**G.R.I.P.: Gang Response Intervention Prevention**



Implementing Agency: Orange County Sheriff's Office

Area Served: County of Orange

(Gang activity also carries over into Durham County)

Director: George Eberle, I.T. Analyst, (919) 644-3050

Funding: \$119,746

Project G.R.I.P. will assess the current status of the gang presence in our community, provide awareness training to deputy officers and deliver educational presentations to citizens, schools and home owner associations. It will also provide additional patrols in high-crime areas.



## Objectives

- ▶ Train Orange County deputies on how to identify signs of gang activity. Teach proven methods of prevention and intervention to help reduce gang activity.
- ▶ Increase and enhance community awareness of gang activity and the risk factors to Orange County citizens that promote awareness.
- ▶ Educate schools, parents and youth of gang activity on MySpace web site.

## Accomplishments

In January 2008, the agency started a three step approach towards gangs in Orange County: assessment, prevention and suppression. Since it is recognized that suppression is the least effective tool in combating the gang problem, the department decided to focus on prevention and assessment.

The Gang Resistance Education and Training (GREAT) curriculum is now taught in the county's three middle schools. At the same time, 22 GREAT classes are provided to 6<sup>th</sup> grade students, providing skill building and resistance technique education to approximately 520 students. Drug Abuse Resistance Education (DARE) is taught in the 5<sup>th</sup> grade.

Community education presentations are provided to churches, Parent Teacher Student Associations and any other community based groups when requested. Additional presentations on Internet safety and basic gang awareness, which includes community strategies to address the gang problem, have also been provided.

The Sheriff's Office provides basic gang awareness classes for a total of 213 staff at elementary, middle and high schools across the county. Class topics include identification, prevention, enforcement classroom techniques and current community trends as they relate to dealing with gangs or gang members. Classes will continue until each school in the county has been reached. Gang training and presentations are also provided to other agencies in the county, such as Juvenile Justice and Juvenile Crime Prevention Council groups.

Since the inception of the grant, the department has worked with other agencies to assess Orange County's gang problem and to evaluate the methods implemented by their departments. The Gang Coordinator works with officers in surrounding counties and cities and has used information gathered from this collaboration to enhance the gang program in Orange County.

Twenty-seven officers have received basic and advanced gang training. Presentations and training sessions for deputies, investigators and detention officers have been prepared to better assist them in identifying gangs, gang members and gang activities. Gang unit personnel have attended gang awareness and gang investigation training.

A criteria-based method is being used to identify potential gang members and gang activity. Information collected enabled the department to create a criminal intelligence file which, in turn, allows for the collection of statistical data. Validated members are entered into the GangNET database. With further training, deputies will be better able to identify gang members, activity and graffiti.



**A criteria-based method is being used to identify potential gang members and gang activity.**



Gang graffiti has been identified throughout the county. Additional training has enabled officers to differentiate between gang graffiti and tag art. Graffiti is identified and documented before it is removed. Information gathered provides data on gang movement, change and other activity. The information compiled has provided a comprehensive list which helps reduce duplicate calls for service and reports. The Gang Coordinator anticipates working with area paint retailers to obtain materials for a graffiti abatement team with grant monies.

The sheriff's office continues to work with communities where gang indicators are seen and to monitor areas that have become attractive locations for gangs to congregate. There is a collaborative effort underway to clean up those areas.

As agency gang-related training continues, new strategies will be developed to assist deputies in dealing with the rising gang problem. Grant monies will fund videos demonstrating effective methods of dealing with gangs and gang members. Gangs and gang members continue to be identified and appropriate suppression measures have been implemented locally. By providing training to detention officers, jail facilities can be segregated to prevent conflicts between inmates in various gangs. By training citizens and community service providers to recognize gang involvement, the department will be better able to address patrol response to the affected communities.

### ***Gang Prevention and Intervention***



Implementing Agency: Elizabeth City Police Department  
Area Served: Elizabeth City  
Project Director: Charles Crudup, (252) 335-4321  
Funding: \$34,263

The Gang Prevention and Intervention project will identify gangs and their members within the community by hiring two full time officers, reduce violent crime by 10 percent as reported in the annual Universal Crime Report, reduce reported gunshots by 25 percent, establish policies to identify gang members prior to incarceration and enter them into data bases. Through educational and enforcement strategies the department intends to restore confidence and safety in the neighborhoods.

### ***Objectives***

- ▶ Hire two new full-time police officers and assign them to the Gang Unit by August 1, 2008.
- ▶ Identify all gangs operating within the community using state gang validation criteria.
- ▶ Identify individual gang members following state validation guidelines.
- ▶ Establish policies and procedures to identify gang members prior to pre-trial incarceration
- ▶ Reduce violent crime included in Part I of the Uniform Crime Report Index by 10 percent during the 2008-2009 fiscal year
- ▶ Reduce the number of gunshot calls by 25 percent.
- ▶ Improve the quality of life and safety in neighborhoods that gangs currently operate in through educational and enforcement strategies.

## Accomplishments

The Elizabeth City Police Department (ECPD) has hired Officer Ervin Rodriguez as the department's Gang Prevention and Intervention Officer.

Beginning August 1, 2008, all sworn personnel are required to complete a "ECPD Gang Worksheet" form for all arrestees in Elizabeth City who are bonded and transported to jail. Each completed worksheet is submitted to Officer Rodriguez, who reviews and audits the forms on a daily basis. To date, a total of 359 forms have been completed and Officer Rodriguez has identified 156 gang members. He maintains personal identifying information on each validated gang member and enters that information, including specific gang and set affiliation, into the GangNET data base and the department's internal records management system.



Initial estimates indicate that the total number of violent crimes reported in 2008 was down 2.4 percent from 2007. In three out of the four categories of violent crimes listed (homicides, rapes and aggravated assaults) a decrease in offenses was reported in 2008. No homicides have been reported in 2008 (2 occurred in 2007); rapes were reduced by 14.2 percent while aggravated assaults were reduced by 12.7 percent

According to data received from the Elizabeth City/Pasquotank County 911 Communications Center's internal records management system, 348 gunshot calls were reported, but only 306 reported in 2008, a reduction of 12 percent. Data will be reviewed at the end of fiscal year 2008-2009 to see if an overall reduction of 25 percent was met.



**Gang graffiti in Elizabeth City is photographed for documentation.**

Since August, Officer Rodriguez completed a total of 24 gang intervention awareness talks. He has delivered gang presentations to: the Elizabeth City/Pasquotank County School System, Lions Club, Rotary Club, fourteen area Community Watch groups, and the ECPD 2008 Citizen's Police Academy. He also met with individuals both in group settings and one-on-one to answer questions and concerns that they have about the threat of gangs in their neighborhoods. Officer Rodriguez is available and willing to talk with gang members who want to leave gangs and to give them assistance and guidance in doing so. Officer Rodriguez is in the process of creating a "Gang Exit" program and exploring ways of opening up a 24-hour "Gang Hotline" for the department. Citizen surveys will be conducted in the near future to obtain additional information concerning gangs and the local community's perception of gangs in Elizabeth City.

Officer Rodriguez has worked with the department's Drug Enforcement Unit and Community Action Team, who have helped in identifying gang members and combating gang activity. Foot patrols, bike patrols and special operations in targeted neighborhoods have resulted in a large number of enforcement actions. Gang information gathered through intelligence reports and field interviews is passed along to Officer Rodriguez from other divisions within the department.

Through pro-active educational and enforcement strategies, the department continues to work to improve the quality of life and safety in neighborhoods where gangs currently operate.

***Integrated Community Anti-Gang Response - Blue Print for Peace***



Implementing Agency: Greenville Police Department  
 Area Served: City of Greenville  
 Project Coordinator: Devinder Culver, (252) 329-4180  
 Funding: \$86,396

This grant funds a part-time Community Programs Director to oversee, develop and implement the Blue Print for Peace Initiative. It also provides overtime funds for law enforcement officers to take part in the meetings and to facilitate the attendance of youth gang members, or "wannabe's", at the meetings.

Blue Print for Peace (BPP) is a prevention and intervention program which targets youth ages 8 to 17 who have been involved in violent incidents with more than two individuals, have continuing confrontations and are affiliated with a gang. The youth may be identified by law enforcement or are self-identified gang members. Their families, friends and victims are encouraged to attend the BPP meeting. The objectives are to confront the youth about their actions, get to the root of the problem using mediation and group facilitation techniques and ultimately to get opposing parties to commit to solving their problems peaceably. The meetings both intervene with current



**Activities sponsored by Blue Print for Peace included a Night out Against Drugs and Violence.**

gang behaviors by discussing the underlying conflicts and also suppress future gang behaviors and criminal offenses by closely monitoring the target individuals. After the BPP meeting there is follow-up with the youth and families before the three month deadline (experience has shown that a BPP meeting can defer further criminal activity for three to four months). Community groups such as the NAACP, PORT and Citizens United Against Violence are invited to attend the BPP meeting and speak to the youth.

At meetings with parents, citizens (town hall meetings) and social service/substance abuse/ behavioral specialists the two things mentioned at every meeting were the need to provide activities for youth (opportunity provision) and information to citizens to make them aware of gang issues (community mobilization).

To maximize the impact on youth, additional activities were added to the anti-gang effort including prevention activities such as gang presentations, National Night Out Against Drugs and Violence and positive social/opportunity provision activities such as Jam Fests, after school programs at two locations in Greenville and the implementation of the Gang Resistance, Education and Training (GREAT) Program.

***Objectives***

The main objectives of the program were to:

- ▶ Hire a part-time Coordinator
- ▶ Intervene through BPP meetings and help youth not to engage in criminal activities, control violent behaviors and refrain from joining gangs
- ▶ Help parents to help their children by providing pro-social activities as requested

- ▶ Provide training for law enforcement and Pitt County Schools personnel (conflict resolution, nurturing and listening) to improve the interaction between youth and adult authority figures

**Accomplishments**

A part time Program Coordinator was hired and a five person Gang Unit was created to address gang issues.

Twenty-six 'Blue Print for Peace' meetings were held and 111 youth participated. Of the youth that participated, 75 percent were not criminally charged in the three months following the meetings. Fifty to 80 percent of parents/family members participated in activities after the meetings. Parent meetings were also held where parents of opposing groups exchanged contact numbers and held events in the neighborhood such as basketball games and picnics.



**Twenty-six Blue Print for Peace meetings were held, with 111 youth participating.**

Ninety-two gang presentations reached 3,375 citizens. Eight 'Jam Fests' were held and attended by 1,940 youth. Eleven community mobilization events held in partnership with other organizations reached more than 12,725 citizens. Eight separate programs, including after school programs, tutoring, work experience, academic enrichment and other activities were created for 1,673 youth between the ages of 5 and 19.

Four Ayden Police Department officers received BPP training and 16 Pitt County schools, community advocates and law enforcement received nurturing training. This training was immediately used to deliver the parenting component of the Summer Significance Academy (parents attended five two-hour sessions between June and August 2008) which had 76 participants.

BPP identified and helped Project Unity and the Lucille Gorham Intergenerational Community Center develop and implement a youth apprenticeship program. This program provided 23 at-risk youth with extensive criminal records the opportunity to take part in a seven week program. Nurturing sessions were held in the morning followed by work experience activities (welding, carpentry, carpet laying, auto mechanics, industrial cleaning services and videography) in the afternoons.

A document, "How to hold a Successful Blue Print for Peace Meeting", was produced.

The Greenville Police Department was invited to present BPP at the Project Safe Neighborhood conferences in Colorado, Atlanta, and in Greensboro, North Carolina. As a result, the Durham and Dunn Police Departments in North Carolina have indicated an interest in the program.



**Ninety-two gang presentations reached 3,375 citizens in Greenville.**

Funding for the prevention and reduction of gang violence is critical to communities because it is not only a means of helping to provide services but it also acts as a catalyst and energizes/motivates community-based agencies with the incentive to fill gaps in service and to collaborate and maximize the utility of resources already in the community. The indirect benefits of these grants are an increased awareness of the importance of the issue, the incentive to think, explore and pilot new innovative ways of addressing problems and the mandate for data driven programming. The mandate



for data driven programming is probably the most important because it requires the recipients of grants to collect and review the data associated with service/program provision.

Without the gang prevention funding provided, the collaborative accomplishments listed above would not have been possible. As one grandmother said when the program started, "Please, please help. I cannot control them and I don't know what else to do. Thank you."

### **Gang Prevention Program**



Implementing Agency: Pitt County Sheriff's Office  
Area Served: Pitt County  
Project Director: Melissa Larson, (252) 902-2656  
Funding: \$256,544.03

The Gang Prevention Program provides resources to at-risk youth that increase their commitment to school and their academic future. Assist gang members seeking to remove themselves from gang life and association. Decrease the number of truant youth. Increase the enrichment opportunities available to youth during school breaks.

#### **Objectives**

The project funds five components that reach youth at risk for academic failure, long term and short term suspension from school, truancy and gang involvement. Data indicate that this area has the third highest number of gangs (26), with the fourth largest number of gang members (835) in the state. Recent data shows that a lack of commitment to academics is a common factor among youth at-risk for gangs. The project goals provide resources to at-risk youth that will increase their commitment to school and their academic future, assist gang members seeking to remove themselves from gang life and association, decrease the number of truant youth and increase the enrichment opportunities available to youth during school breaks. The key objectives are as follows:



**Students take part in the day programs sponsored by the Pitt County Sheriff's Office.**

- ▶ Provide two programs to ensure when students are suspended from school, they are placed in a structured environment for limited time periods that focuses on academic and social/interpersonal skill building.
- ▶ Provide safe alternatives for youth activities during the summer break from school.
- ▶ Implement a truancy program to decrease truancy by utilizing a problem solving team approach.
- ▶ Implement a strategy to assist current gang members who desire to remove themselves from the gang life.
- ▶ Decrease gang involvement by youth; provide both qualitative and quantitative data.

#### **Accomplishments**

The 'Project Center Stage' program directly interacts with students at risk for suspension and serves two sites: Farmville Middle School and Gateway Learning Center. It is instructed on campus



to eliminate transportation problems. Sessions with the Fast Track class at Farmville Middle School began the last week of August 2008. The class was initially opposed to the program. Instructors knew they would have a hard time convincing these students that the program was there to help them rather than to punish them. Since that time, this class has become the most well behaved and most avid participants. They have also done the most service learning projects. They have responded to the program in an incredibly positive way. Each Tuesday and Wednesday they wait impatiently for instructors to come and listen to everything they tell them and are disappointed when the program is presented by the teacher.



**Project Center Stage works with students at risk for suspension from school.**

While they responded well in class, they were having trouble controlling themselves during the rest of the day. The instructor worked with the teacher and spoke with the students on several occasions about their behavior. Since that time it has improved. One child in particular was in danger of being pulled out of the class. The student was given a journal to record his behavior daily with reinforcement from the teacher. Together, the teacher and instructor are working with him closely. The teacher has since indicated his behavior has improved. Most recently, the class worked together to write poems for Shannon Jones, the instructor, and presented her with three poems. Two are shown below.



Smart  
Humorous  
Attractive  
Noticeable  
Needable  
Outrageous  
Nice

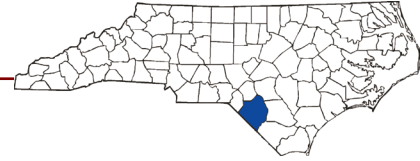
Mrs. Jones is  
Very Lovely  
Always  
Wears a smile  
When we have a frown  
She will never leave us lonely.

The 'Standing in the Gap' program provides an academic setting for suspended youth at the Building Hope Community Life Center. Students suspended from school can spend school days in this program, which allows them to receive instruction and complete school assignments. All participants receive instruction in conflict resolution and structured intervention while they are enrolled in the program

Last summer, both the 'GRIP' and 'Summer Significance Academy' were provided to youth in both the urban and rural areas of Pitt County

Personnel were hired to identify and address truancy issues with students attending the area high schools. Staff members routinely interact with school officials, social services and family members. They also attend court proceedings, mediations, school meetings and conduct home visits. They patrol areas known to be frequented by youth for truants.

***Gang Reduction/Suppression/Intervention/Prevention***



Implementing Agency: Lumberton Police Department  
Area Served: Robeson County, City of Lumberton  
Project Director: Annie P. Williams, (910) 671-3850  
Funding: \$105,350

The Lumberton Police Department (LPD) has developed and promoted proactive law enforcement activities in high crime areas to reduce and eliminate gangs, guns, drugs and violent crimes. Using GIS crime mapping, the department has identified areas associated with known gang members and gun and drug arrests related to violent crimes. This project will dedicate two officers to gang intelligence, prevention and intervention to enable them to work with the community, churches and the Project Safe Neighborhoods (PSN) coordinator in areas where gang activity is know to occur. This also allows the department to work with eight other law enforcement agencies on the task force.

***Objectives***

- ▶ To enlist Project Safe Neighborhood and Weed and Seed programs for prevention and intervention.
- ▶ Identify 'hot spot' areas, known gang members and their territories and boundaries by tagging and graffiti.
- ▶ Increase community gun and gang awareness with the adult and juvenile population.
- ▶ Educate the community about gang awareness by using PSN Coordinator, Weed and Seed Outreach and the police social worker.
- ▶ Participate in the joint task force with the Robeson County Sheriff's Department and the eight other law enforcement agencies in Robeson County.

***Accomplishments***

This grant funded the efforts of the LPD and provided them with the ability to coordinate their gang prevention and intervention efforts with other agencies. By combining their forces, the LPD now has access to the experience and trained personnel of multiple agencies. This endeavor has been enhanced by working with Robeson County Sheriff's Department and the eight other law enforcement agencies in Robeson County, as well as the Bureau of Alcohol, Tobacco and Firearms (ATF), State Bureau of Investigation (SBI), NC State Highway Patrol, Alcohol Law Enforcement (ALE), Project Safe Neighborhoods and Weed and Seed. The Lumberton Police Department has signed Memorandums of Agreement with these community agencies.

The Lumberton Police Department has accomplished the following objectives:

Specific areas of town, neighborhoods and streets were identified as centers of gang activity. A majority of the gang members that occupy these areas have been identified. New members are identified as they affiliate. Graffiti is being photographed and filed for reference.

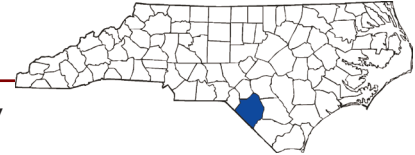


**Guns seized during a gang raid.**

Community forums were organized to promote awareness of gangs and warning signs for parents and citizens. More are planned in the future. Gang officers spoke to juveniles at the local Boys & Girls Clubs about gangs and guns in their communities. These officers discussed ways for youth to avoid becoming involved in gang activities and how to report gang and gun activities.

A mutual aid agreement has been signed by the respective chiefs and the sheriff of the Lumberton Police Department, the Fairmont Police Department and the Robeson County Sheriff's Office. This agreement allows gang officers from the each agency to work together and cross jurisdictional lines to assist other law enforcement agencies in gang related investigations and surveillance. Officers meet throughout the month to share information.

**Police Community Action Team**



- Implementing Agency: Fairmont Department of Public Safety
- Area Served: Robeson County, City of Fairmont
- Project Director: Robert Hassell, (910) 628-5115
- Funding: \$61,172

This Police Community Action Team project adds one investigator to develop and disseminate gang intelligence and to work with the community and other agencies on gang intervention and prevention. This allows the Fairmont Police Department to work with other law enforcement agencies to form a county-wide gang task force.

**Objectives**

To promote and develop proactive law enforcement activities in our high crime areas thereby reducing and eliminating gangs, guns, drugs and violent crimes. The department plans to increase arrests of gang-related activity and continue to work with local community watch associations to deliver presentations on gangs to educate the public. The department will also work with area schools to help reduce the participation of youth in gangs and assist them in making the right choices.

- ▶ Identify hot spot areas, known gang members and their territories.
- ▶ Increase the level of community awareness about gangs through community watch association meetings and youth awareness programs like Movie Day and the Drug/Gang Symposium for youth and adults.
- ▶ Join the gang task force with the Robeson County Sheriff's Office and other agencies within the county.

**Accomplishments**

The gang intelligence officer has identified several gang members who meet the required criteria and has entered their data into GangNET. Each identified gang member has a gang binder, which includes facial pictures, gang name (street name), gang affiliation, gang tattoos and other demographic information. The binder also includes all incident reports, arrest sheets and other documentation of gang and drug related activities tied to that individual. The officer has also photographed several incidents of gang tagging in various locations across town.

The gang intelligence officer/investigator has attended monthly community watch meetings and has conducted two gang/drug awareness presentations. He has also assisted the School

Resource Officer at Fairmont Middle School in this school year's GREAT program. He is preparing a presentation specifically for the teachers and staff of both middle and elementary schools in the city. He has conducted two gang symposiums with guest speakers from the Fayetteville Metro Police Gang Unit. There were nearly 150 attendees for both symposiums. Teachers, school administrators, parents, government officials, law enforcement officers and other interested persons attended.

The gang officer meets on a monthly basis with gang officers in the Lumberton Police Department and Robeson County Sheriff's Office and attends the monthly gang meeting of the NC Gang Investigators Association in Fayetteville.

### ***Gang Prevention, Intervention and Suppression***



Implementing Agency: Robeson County Sheriff's Office  
Area Served: Robeson County  
Project Director: Stephanie Carter, (910) 671-3176  
Funding: \$65,478

The Robeson County Sheriff's Office uses this project to dedicate one officer to gang intervention, prevention and suppression. The detective works together with the community, school systems, juvenile division, court system representatives and all of the eight law enforcement agencies in the county to formulate a gang task force.

#### ***Objectives***

- ▶ To collect gang information through a data tracking/management module within GangNET program
- ▶ To educate citizens within the county of various gangs through an established Community Watch program
- ▶ To develop an educational awareness program within Robeson County Public School System to inform educators of various gangs and gang identifiers.
- ▶ Advertise and interview for a Gang Officer to become educated in the prevention/intervention/suppression methods of gang activity
- ▶ Each department will allow their officers to work together in a multi jurisdiction Gang Task Force Unit.

#### ***Accomplishments***

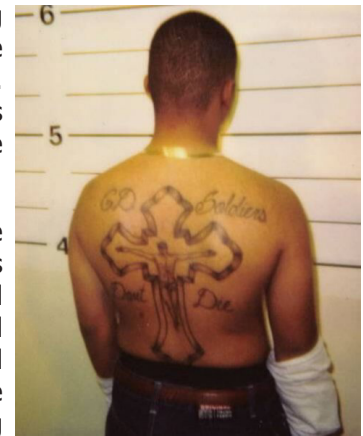
As of January 30, 2009, the gang task force identified 43 active members and or associates of various gangs within Robeson County. Eleven of these active members were validated and processed into the GangNET database. Several interviews were conducted with the leaders of the Insane Gangsta Disciples, Gangsta Disciples (41 curve) and 9-Tek (blood). Data on these groups will be entered into GangNET when the interviews are completed. Investigations are taking place among Sur-13, Hispanic Gangs and CVG-13 (Columbian Valley Gangsters) and the Latin Kings.

A gang detective has been hired. Detective Jose A. Hernandez is scheduled for training in February and has already completed GangNET training. Currently, he is developing a survey to be distributed through the school system.



Detective Hernandez has been working hand in hand with gang investigators working for the Fairmont and Lumberton Police Departments. Communication is constant between these agencies. They also ride together to effectively saturate gang areas. This has been a very effective method in slowing down gang activity in these areas.

Detective Hernandez served on a panel in Fairmont to educate the community about gang activity in their neighborhoods. He has made gang awareness presentations in schools and to faith-based organizations throughout Robeson County. He has identified old established gangs like Folk Nation and Bloods and has also identified new cliques within those sets and several new ethnic gangs that are trying to make a name for themselves. He is in the process of entering this information into GangNET. Information about gang activities and the neighborhoods that they encompass will be made available through that system.



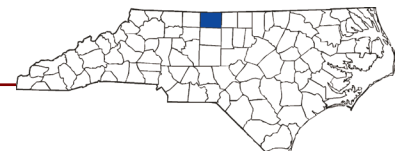
**A photograph documents the tattoos on the back of a member of the Gangsta Disciples.**



**Sur-13 graffiti covers a wall.**

Currently Detective Hernandez is meeting with the Safe Schools Coordinator with the Robeson County Board of Education to schedule training for staff and faculty at local schools. He has identified various gangs beginning in middle school, going all the way through high school. He has also met with the lieutenant in charge of the Robeson County Sheriff's Office Juvenile Division so a training program could be set up for all county school resource officers. Once trained, they can help identify and document any gang members or gang activity at their assigned school. A meeting with the North Carolina Gang Investigators Association has been set up so that a date can be scheduled for an educational presentation.

### **Youth Gang Prevention and Reduction in Schools**



Implementing Agency: Reidsville Police Department  
 Area Served: Rockingham County, City of Reidsville  
 Project Director: Wendell Neville, (336) 347-2343  
 Funding: \$143,107

This project allows the Reidsville Police Department to provide a youth gang prevention and suppression investigator to work in the high school, middle school and the two alternative schools in Rockingham County. The officer conducts prevention efforts, coordinates intervention referrals and works to suppress gang activity in communities and schools.

#### **Objectives**

Rockingham County and Reidsville continue to experience an increase in youth gang crime and violence. They are affected by the risk factors identified by the Juvenile Crime Prevention Council as factors which may lead to gang membership. The project aims to achieve the following goals:



- ▶ Seventy five percent of students referred to gang intervention will actively participate in education programs.
- ▶ Reduce the number of suspected youth gang members at the Second Chance Opportunity Resource Education (SCORE) center and the Alternative Learning Program (ALP) by 25 percent during the 2008-2009 school year.
- ▶ Increase by 50 percent the number of youth gang intervention referrals of at risk youth.
- ▶ Increase by 25 percent youth gang validations based on information and intelligence gleaned from school collaboration.
- ▶ Develop a youth gang survey instrument and administer it to school officials and SROs at the high school, middle school and county wide alternative schools.
- ▶ Receive training to implement GangNET and improve intelligence data sharing and suppression efforts in the Reidsville Police Department and the gang task force.

### ***Accomplishments***

Detective Muhammad was selected to be the youth gang prevention and suppression investigator. He was trained in gangs and gang investigation areas and completed his initial training in July 2008. He is scheduled to attend additional training throughout 2009. During July and August 2008, he met with area school administrators, teachers at each of the local schools and attended county and regional gang task force meetings.

The inspector has referred eight youth who are at high risk for joining gangs to Gang Response Intervention Prevention (GRIP) program. Four of the referred youth have completed the program. He has met with another six youth to talk with them about decisions, consequences and gang activities. It will take several additional referrals for him to meet the goal of making 33 referrals in this gang period.

The inspector has interacted with detective and school staff and students to gain the intelligence needed to validate gang members. He has validated four out of six currently enrolled students. He also included in the memo the results of a school personnel survey. During the 2008-2009 school year, only four validated gang members attended SCORE center. There are no validated gang members attending the ALP center.

Detective Muhammad develops his rapport with juveniles by attending functions at the Teen Center, area parks and hosted a function to advise area youth of alternatives to gangs at the Reidsville Recreation Center. He works with the Gang Reduction Interdiction Team (GRIT) program and has provided presentations in local churches, schools and Community Watch meetings. He also meets with Rockingham County Youth Services and refers youth he interacts with to their program and follows up on their progress.



**Detective Muhammad speaks to youth in Reidsville about the dangers of gangs and gang participation.**

### **Salisbury Police Cadet Program**

Implementing Agency:	Salisbury Police Department
Area Served:	Rowan County, City of Salisbury
Project Director:	Steven Whitley, (704) 638-5345
Funding:	\$24,742

This Salisbury Police Cadet Program establishes a community service program to identify, recruit and involve local youth between the ages of 14 and 20. The program sets up a police - mentor relationship resulting in the development of the cadet as a peer mentor to divert target groups from gang involvement.

#### **Objectives**

- ▶ Introduce and/or re-enforce family-structure by belonging to and participating in a group environment, adhering to group rules, being loyal and committed to the group and rewarding faithful allegiance to the group. In other words, the same basic tenants admired by street gangs.
- ▶ Identify and recruit youth as potential police cadet candidates from the same potential street gang membership pool.
- ▶ Establish a structured training program based on the introduction and development of skills associated with police and community oriented service.

#### **Accomplishments**

The police cadet program reorganized and created police cadet ranks. The program now has a police cadet lieutenant, two police cadet sergeants and four police cadet master police. These newly established ranks allow the program members to experience more leadership roles within the program as well as permit them to actively participate in the positive direction of the program. Cadets are chosen for these leadership roles by various community leaders including a member of the Salisbury City Council, two members of Salisbury's Youth Services, a retired school principal and the Project S.A.F.E coordinator.

During 2008, the Police Cadet Program held two training sessions dealing specifically with gangs and gang prevention. They have also participated in a program known as Project S.A.F.E Neighborhoods Family Day. This project was held at the Salisbury YMCA to enhance citizens' knowledge about gangs and their activities in and around Salisbury. It was also designed to educate parents and children on the dangers of being involved in gangs. The police cadets have also participated in an event targeted to develop a stronger relationship between law enforcement and the Hispanic community (La Fiesta).

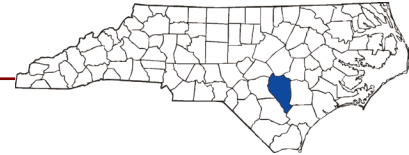


**Youth enrolled in the Salisbury Police Cadet Program.**

The police cadet program initiated its recruitment drive in July 2008. As of December 2008, there are 25 members participating in the program, including 13 white males, six white females, two black males and four black females. There are three potential members currently being evaluated for the program.

Police cadets met at least twice per month during the year. Training sessions last about two hours and were generally geared towards the work done by sworn law enforcement officers. The members can choose training subject matters and ask questions related to the training subject.

***Gang Intervention and Suppression***



Implementing Agency: Sampson County Sheriff’s Office

Area Served: Sampson County

Project Director: Eric Pope, (910) 592-4141

Funding: \$149,201

The Gang Intervention and Suppression grant enabled the Sampson County Sheriff’s Office to reorganize the traffic unit into a criminal interdiction team and hire gang suppression officers and an analyst to coordinate gang education, prevention, intervention and suppression activities within Sampson County.

***Objectives***

- ▶ Hire essential personnel and provide them with training relevant to gang prevention, intervention and suppression.
- ▶ Provide gang awareness and prevention training to criminal justice personnel, school personnel, other government workers and community members.
- ▶ Coordinate gang-related intelligence with surrounding jurisdictions and coordinate gang suppression activities.
- ▶ Coordinate prevention and intervention activities to reduce gang involvement and gang violence.

***Accomplishments***

Two deputies and one gang analyst were hired. Personnel were sent to the NC Gang Investigator’s Association training conference and attended various courses through the community college system.

Staff conducted approximately ten training sessions for community groups, civic clubs and school personnel. Training was provided to approximately 320 people between August and December 2008.

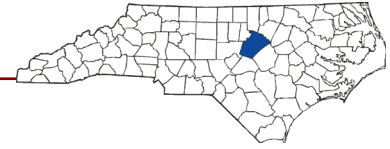
Deputies currently coordinate with surrounding counties in enforcement efforts and share gang intelligence. The sheriff’s office formed a partnership with probation/parole officers to monitor probationer and parolees who are suspected gang members.

The gang deputies and the analyst work with and share information with school resource officers to identify at risk youth. If an at-risk youth is identified, deputies coordinate community resources to address intervention strategies.



**Sur-13 graffiti has been crossed out by a rival gang.**

**Second Round Program**



Implementing Agency: Haven House Services  
 Area Served: Wake County  
 Project Director: Matthew Schnars, (919) 719-0872, Ext. 102  
 Funding: \$180,000

Second Round is a positive youth program that focuses on gang prevention and intervention. The program is an exercise-based outreach program that uses various forms of structured exercise and fitness components including Olympic-style boxing to teach targeted youth (gang members) pro-social attitudes and behaviors and to increase resiliency protective factors. The program serves youth between the ages of 11 and 18 years old in Wake County. An exercise-based outreach model will be utilized to achieve outcomes.

**Objectives**

Youth who are involved in gangs and who engage in high risk, illegal and anti-social behavior will improve retention in educational programs, decrease contacts with justice systems and improve healthy social attachments in the community.

- ▶ Reduced recidivism
- ▶ Increased educational achievement rate
- ▶ Implement high controls against deviant behavior — youth will understand that it is important and necessary to stay out of trouble and obey the rules.
- ▶ Develop models for conventional behavior — youth will gain respect for and appreciation of, peer, adults and institutions that model or reinforce appropriate behavior.
- ▶ Foster positive attitude toward future expectations — youth will see themselves as having a positive future including the willingness to set goals and work to achieve them, the willingness to be spontaneous and creative and the understanding that they have some control over daily events.
- ▶ Develop a network of interested and caring adults — youth will have improved perception that there are adults who care about and are interested in them and who are available to help when they have problems.
- ▶ Create a sense of acceptance and belonging — youth will have perception of being liked and accepted by other teens and/or family members.
- ▶ Emphasize value on achievement — youth will have improved interest in and understanding of the importance of doing well in school. This also includes the general idea of being successful and trying to do one’s best in any area of involvement.



**Second Round is a youth program that uses exercise and fitness components, including Olympic-style boxing, as a tool to prevent gang involvement.**





- ▶ Promote the ability to work with others — youth will have an understanding of the importance of and having the ability to get along with other teens, be cooperative and be a good member of a team or group.

### **Accomplishments**

The program reduced recidivism and achieved 95 percent success in ensuring 75 percent of the participants do not offend or re-offend. The educational achievement rate was increased. The program achieved a 72 percent success in making 75 percent of the youth maintain a "C" average or better. Above average ratings were attained in behavior, attitude, achievement and social goals.

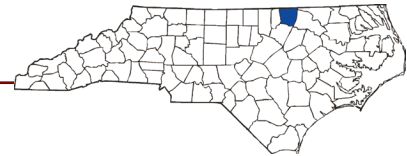
This is an excerpt taken from a news story that was completed on the program a couple months ago:

*"Santiago, along with fellow athlete Antonio Freeman, is already a national champion boxer. Both hail from Raleigh's Second Round Boxing Gym, but both have much higher aspirations -- the 2012 Olympics in London.*

*The Second Round Boxing program was started in 2006 as a way to keep kids off the streets and out of gangs. Program organizers say in those two short years, this boxing gym has become much more to those who train inside.*

*They come in here and we totally forget where they were in the streets," Matt Schnars, a trainer at the gym, said. "We almost try to avoid projecting that you're a gang member and we don't spend a lot of time talking about their gang ties or their gang involvement. It's about what you're going to be now and what you're going to be in the future."*

### **Focused Gang Deterrence Strategy**



Implementing Agency: Warren County Sheriff's Office  
Area Served: Warren County  
Project Director: A.I. Kearney, (252) 257-3364  
Funding: \$44,461

This grant will help the Warren County Sheriff's Office to hire a gang officer to formulate a 'Focused Deterrence' response to effectively combat potential gang activity.

### **Objectives**

- ▶ Attend intense training so that they may use skills to positively relate to the youth for gang prevention.
- ▶ To provide a partnership between the community and law enforcement
- ▶ Implement gang offender notification/visitation procedure
- ▶ Create a list of available services for affected youth

### **Accomplishments**

The Gang Officer was hired in December 2008. He has begun introducing himself to some of



the schools and providing a gang presentation to interested groups. He has also started work on a survey for all middle school and high school students and for students in grades 3 through 5 in elementary schools. The survey will be passed out during homeroom with instructions and then filled out anonymously by the students. Data from the survey will be compiled at the end of January 2009.

Because the Gang Officer was not hired until December 2008, the project is still in the start-up stages. There will be more progress on the objectives before the next progress report.

## ***Recommendations***

The following suggestions, as outlined in the Commission's 2008 Comprehensive Gang Report, are still recommended:

### **Emphasize the necessity of strong community planning, collaboration and coordination.**

Community agencies must coordinate resources and actively plan for addressing their unique gang issues. Planning should begin with a community threat assessment to ascertain the nature and extent of the gang presence, as well as the frequency and types of criminal behavior that are being attributed to gangs and gang members. Community advisory or oversight boards would be helpful in this regard with members being drawn from local law enforcement, juvenile crime prevention councils, local business members, social services and faith based groups. Indeed, the receipt of funding should be contingent on the development of advisory boards and the completion of a community level gang assessment.

### **Gang programs should be comprehensive in scope and include suppression, prevention and intervention components.**

The literature and program evaluations clearly indicate the superior efficacy of comprehensive programs that target the most seriously violent and chronic offenders through suppression efforts coupled with prevention and intervention components aimed at fringe members and at-risk teens and young adults who are at an increased risk of joining gangs. The Spergel Model offers numerous effective practices for these types of comprehensive programs and practitioners should consult this work, as well as guides from the U.S. Department of Juvenile Justice and Delinquency Prevention, when developing new programs and improving existing programs.

### **Funding for gang programs should be proactive and data driven.**

In an effort to allocate funding which has the potential to exert the most impact and be more fiscally responsible all funding decisions should be derived from empirical data surrounding the gang presence in an area. Research at the local level documenting the nature and extent of gangs and gang activity should be required from all agencies or communities that are seeking assistance. Funding should be considered for areas with newly emerging gang issues, as opposed to only and solely reactively funding those areas with an established or institutionalized gang presence, as intervention and prevention efforts can exert a significant impact on possibly curbing the growth of gangs and their resultant gang criminality.

### **Improve both the quality and quantity of program data.**

Despite the fact that many of the identified gang specific programs were relatively new, data collection for improving program operations and for justifying new and continuation funding should be significantly enhanced in terms of the type of data being collected. The lack of available programmatic data not only hampers agency effectiveness and efficiency but it can also preclude methodologically sound program evaluations. Many of the programs were only able to provide estimates on basic program operations and clientele.

While most programs either actually collect programmatic data, or have plans to do so, fewer programs collect, or plan to collect, evaluative data to track client progress both during program participation and after program completion. Consequently, funding agencies should consider requiring potential grantees to develop strong data collection and program evaluation components to enhance operations and improve the probability that these programs

can document their success before local city councils and county commissions and obtain permanent funding. Indeed, less than one-half of the surveyed programs had either tried, or were planning to try, to gain line-item status. Steps should also be taken to monitor data for quality assurance and for its reliability and validity. As Decker warns “we lack even basic knowledge about the impact of interventions on gangs and youths and this ignorance should be a clarion call to police, legislators, researchers, and policymakers.”

### **Utilize and incorporate effective practices and evidence based knowledge into program design.**

Funding considerations should be directed, indeed driven by, the inclusion of known or documented effective practices into program design. Potential grantees should be required to concentrate on what works when constructing new programs or when making improvements to existing programs. Despite the lack of a gold standard meta-analysis in this area, ample evidence exists which documents successful program components for planning, implementing and operating gang-related programs.

### **Expand and implement GangNet and explore funding for continual operations.**

The state’s new GangNet database should be supported in full as it will allow law enforcement agencies across the state to share vitally important data, thus serving as an invaluable tool for addressing and managing the gang issue in North Carolina. In addition, this database will assist in improving both the quantity and quality of available data and more importantly significantly enhance the reliability and validity of the data on the number of gangs and gang members. Consequently, this will facilitate better statistical reporting, research and program evaluation in the future.

In addition to the broad or global recommendations listed above the Governor’s Crime Commission has endorsed the following with respect to its 2009 gang grant selection process and its funding priorities. These recommendations are derived from the existing gang literature and from identified and proven best practices across the country.

The Governor’s Crime Commission has established selection criteria and identified successful effective practices in combating the growth of gangs across our state. The foundation for such programs must be an absolute buy-in by the community to the goal of reconciliation and collaboration among:

- ▶ Law enforcement and social service agencies
- ▶ Families and neighbors of gang members
- ▶ Community leaders and “moral voices” (ministers, respected elders)

Accordingly, grant applications will be considered on the basis of the following:

1. Application shall be for comprehensive programs that are primarily prevention and intervention based and may be made by either public or private entities, for either adult or juvenile gang programs. No program based solely or primarily on suppression will be considered.
2. Applicants shall provide a match of twenty-five percent (25%), one-half of which may be in in-kind contributions, and shall present a written plan for the services to be provided by the funds as required by statute.
3. All programs shall be based upon a data-driven, strategic planning and management process that integrates human and financial resources with a proven strategic framework.

4. All grantees shall complete a gang assessment survey provided by the Governor's Crime Commission and shall conduct a final assessment at the end of the grant cycle.
5. Applicants shall provide a Memorandum of Understanding indicating their commitment to cooperation among participating agencies in implementing a multi-faceted anti-gang strategy including participation with any countywide gang task force for the purpose of gathering and sharing intelligence within and surrounding the applicant county.
6. Grantees shall keep such statistical data and provide such cost and implementation reports as required by the Grants Management Section of the Governor's Crime Commission.
7. All non-profit applicants shall have a current certification as a 501(c)3 entity by the North Carolina Secretary of State in their possession at the time of application. Non-profits also shall attend Threat Assessment and Vulnerability training provided free of charge by the Governor's Crime Commission and shall be completed prior to the start of the grant.
8. All non-profit agencies shall strictly follow the established reporting guidelines for all progress and implementation reports as outlined at: <http://www.ncgccd.org/planning/cji/nptreat.pdf>
9. All post release programs shall have a signed Memorandum of Understanding (MOU) with the North Carolina Department of Corrections. All pre-trial programs shall have a signed endorsement from the Senior Resident Superior Court Judge, the Chief District Court Judge and the District Attorney's Office of the affected judicial district.
10. All grantees shall submit a project summary at the end of the project cycle. Details of the summary will be made available by Governor's Crime Commission and some agencies will be asked to present their summaries to the full Commission and/or the General Assembly at a future date.

### **Prevention and Intervention Strategies**

Research has shown that gang members commit violent, property, weapons and drug offenses at dramatically higher rates than those who are non-gang members. Gangs include both juvenile and adult members and gang offenses range from relatively minor offenses committed by small groups in specific locations to serious crimes coordinated by broad networks over a large area. Serious delinquency and youth gang activity are not stand-alone issues, but rather are linked to an accumulation of risk factors related to the individual, family, peer group, school and community. To make long-term reductions in gang activity, the North Carolina General Assembly has recognized the need for communities to implement a broad strategy that focuses heavily on comprehensive prevention and intervention programs.

#### **Prevention**

Gang membership prevention includes activities, programs and services designed to reduce the flow of young people into gangs. It typically targets high-risk youth and families based upon either current gang assessments completed by local law enforcement agencies or local human resource service departments to receive a combination of services to meet pressing needs and provide healthy alternatives to the gang lifestyle. Gang membership prevention is also usually targeted toward young people, ages 7 to 14 years, who are high-risk but not yet gang involved. A wide range of program settings and design options may be appropriate depending on community conditions and local gang dynamics.

Gang crime prevention includes activities in the physical and social environment designed to reduce opportunities for gang-involved or gang-related crime to occur. This includes but is not limited to the application of "crime prevention through environmental design" principles that affect the well-being and safety of a community, such as the use of smart lighting and well

placed surveillance cameras, or “broken windows” activities such as graffiti removal, community clean-ups, improvements in lighting and blocking “through streets” where drive-by shootings occur. These can often play an integral part in a community’s desire and ability to take back their streets. Community members need to be educated and mobilized to increase general awareness and reporting of gang crime and activity through such programs as Crime Stoppers and Neighborhood/Community Watch, et al.

For prevention efforts to have staying power, they must address the long-term concerns and conditions of at risk youth and their families. A support system network must be developed to provide wrap-around services that increase their sense of competence and self worth and allows them to acquire new skills and the hope of a brighter future.

The programs should encourage and show a strong sustainability commitment for long term integration within the community and with gang involved youth and the affected families. It is also strongly urged that these programs develop a methodology and the ability to track their participants after their completion of any treatment, training, or graduation from said programs.

### **Intervention**

Gang intervention requires careful planning and coordination. Gang-involved youth must be identified and referred to a multidisciplinary community team that conducts outreach, shares information, develops individualized treatment plans and conducts case management. It should include sources such as probation, law enforcement, schools, mental health services, child protective services and community-based and faith-based organizations. The team may assist in identifying gaps in service coverage, in geographic areas or age range served, or in risk factors and problem behaviors to be addressed.

Active gang members and youth associated with them often have committed one or more serious offenses and are at a high risk to do so again. They typically range in age from the early teens to the early twenties and are often on probation. Some, however, while not involved with the justice system will be resistant to traditional services. Aggressive outreach and recruitment efforts must be incorporated to ensure that these high-risk youth and their families receive needed services.

Intervention must also entail supervision and accountability especially in help with educational and job opportunities and meeting conditions of probation such as community service or drug treatment. Prisoner reentry strategies also provide a holistic approach in reducing recidivism rates for high-impact gang-involved offenders, returning them to the community through the use of vouchers, mentors and community organizations (including faith-based) for the delivery of services and treatment. Such interventions must entail coordination and information sharing across agencies.

**\*Suppression efforts can be an associative part of any prevention or intervention proposal but suppression cannot be the sole or primary focus of the pre-application or as a stand alone request.**

### **Successful Effective Practices**

Any innovative community-based partnership prevention and intervention projects will be considered. Intervention activities (including reentry) should include individualized services and monitoring and case management with outreach to family members over extended periods of time. *The following programs have been identified as successful effective practices and could be used as replication models though not limited to these programs alone:*

#### **Community Engagement & Mobilization: The High Point Model**

After months investigating West End drug dealers, the High Point Police Department did not arrest or charge anyone. Instead, investigators identified friends, family members and mentors



of the offenders and recruited them to intervene, offering a second chance rather than the near-certainty of prison. Developed by the High Point Violent Crimes Task Force (HPVCTF) in response to a serious rise in crime in the late '90's, the High Point Model combined the efforts of 10 law enforcement agencies, 15 public assistance agencies and – above all - 41 community groups as partners in their initiative. Similar strategies have been used with great success in other High Point neighborhoods and cities like Winston-Salem, N.C. and Newburgh, N.Y. are using the tactic. The National Urban League has endorsed the idea as a national model.

The six basic phases of operation are:

1. Identify the worst of the worst – especially those with a potential toward violence.
2. Conduct intensive investigations, enforcement and prosecutions of those who engage in serious gang related crime.
3. Contact identified offenders through call-ins and home visits of validated gang members and at-risk youth:
  - to deliver an anti-violence message from law enforcement and
  - to offer assistance from the community as an alternative to violence.
4. Deliver community resources to participants who request it.
5. Make a prompt law enforcement response to acts of gang violence in the community.
6. Evaluate, adjust and repeat the strategy.

Extensive intelligence is gathered both on networks of individuals involved in the gang community and individual patterns of criminal behavior. A police-community partnership is formed to notify offenders of the consequences of continued illegal activity and provide supportive services through a community-based resource coordinator for those who choose to take advantage of them. Call-ins allow the leading law enforcement agents to inform these youth that they can expect unusual scrutiny and tough action should they participate in further gang-related crime. They are instructed to carry the message back to their associates, with the added incentive that any gang crime will be considered the responsibility of all.

Probation and parole requirements provide the leverage to ensure attendance and participation. Youth at risk of becoming involved in gang activity but not yet involved with the courts receive home visits where the “get tough” message and information on the community-based alternative programs is provided. Gang members are offered an opportunity to transition away from the gang and provide wrap-around services as needed. Churches, educators and self help programs offer support in making lifestyle changes and assistance is made available for jobs, housing, education and fighting addiction.

### **Cumberland Gang Prevention Partnership**

Cumberland Gang Prevention Partnership is a NC-DJJDP and GCC funded partnership with local law enforcement, Fayetteville Urban Ministry, Cumberland County Schools, Community Corrections, Cumberland County CommuniCare and other private and public agencies who have united to reduce youth gang violence and activities throughout Cumberland County. Their goal is to help parents prevent their youth from getting involved with gangs and provide resources for parents of youth that are already involved in gang activity.

After conducting a comprehensive gang assessment, the CGPP used its findings to target outreach, hotspot interventions, media campaigns and next-step grant writing. Through its coordination of wrap-around services, CommuniCare provides and supports prevention/early

intervention for at-risk children and their families in Cumberland County through community-based collaborations. The program seeks to develop new quality community-based programs using evidence-based (research driven) practices; improve the quality of existing or evolving programs by improving program evaluation and accountability; incorporate funded and related programs into an administrative and electronic "neighborhood" for immediate access to needed information; and to expand funding resources for programs that help build resiliency in youth, families and communities.

This broad coalition works to help build stronger children, families and community services to prevent juvenile delinquency, youth/family substance abuse, child maltreatment and other risk conditions leading to negative outcomes for children. Through its close working relationship with the Safe Schools Program, SROs are now linked with the partnership, referring all incidents to CGPP for consideration and interviewing/validation as appropriate. They also have launched a Campus Crime Stoppers program in seven schools and are planning for others.

Coalition members work to expand collaborations with faith-based organizations, as well as to integrate existing grass roots or other nonprofit programs into other umbrella activities for improved coordination and planning.

### **Gang of One of Charlotte/Mecklenburg**

The Charlotte/Mecklenburg Police Department created its Gang Intelligence Unit in August 2003. The data collected by that unit supported the presence of defined gang structures in Mecklenburg County. In addition, detectives discovered that there were many youth being pressured to join a gang and others actively involved in a gang but no prevention or intervention programs in place to assist them.

Gang of One was established in February 2004 as a gang prevention and intervention initiative for youth that uses a network of local resources to address needs related to gang membership. Gang of One connects existing community resources to youth (and their families) that need assistance to stay out of or get out of a gang and to educate the community about gang trends.

A Gang of One Hotline offers the appropriate measures, resources and actions to assist someone in their efforts to leave a gang, including bi-lingual volunteers who screen incoming calls. Each case is assigned to a member of the Gang Intelligence Unit after the proper information is recorded from the caller. The caller's collected information is shared with the Gang of One director, who then assigns the call to a Gang Intelligence detective. The detective follows up with the caller to obtain additional information. The director and detective review the case and meet with the caller and/or youth at risk and related parties (school counselor, parent/ guardian, court counselor). This meeting determines alternative activities and resources to assist the youth and their family.

The director contacts local agencies that meet the criteria established by the youth and family to ascertain program availability. A final meeting is held with the youth and related parties to share written information about the available activities and resources.

Getting out of a gang isn't easy, but it can be done. This program has a message for gang members who want out or who need a second chance when returning to their community: "Find people, especially caring adults, who you think are special and will keep reminding you that you are special. In your mind, think of an adult you can touch base with if you have a problem or need to talk. Use these people to help support you as you change your life with good advice and assistance. Begin believing in yourself and in your power to change. No matter whom you are, what you have done, or where you live -- you deserve better. Street gangs are a dead-end street. Be your own Gang of One!"

