



The Center for Community Safety

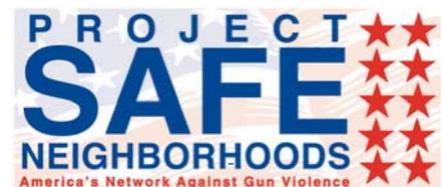
Safeguarding the Community Ideal through Data-Driven Collaboration



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO

Center for Youth, Family
and Community Partnerships

Sustaining Focused Deterrence
Strategies in the Middle District
of North Carolina:
Practitioner Brief 1
**Building the Law
Enforcement-Community
Task Force**



CENTER FOR YOUTH, FAMILY, AND COMMUNITY
PARTNERSHIPS
THE UNIVERSITY OF NORTH CAROLINA AT
GREENSBORO

AND

THE CENTER FOR COMMUNITY SAFETY AT
WINSTON-SALEM STATE UNIVERSITY

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Building a Community-Based PSN Task Force

Community engagement is critical to implementing a successful Project Safe Neighborhoods (PSN) task force; the community has programs and resources that can support the effectiveness of focused deterrence interventions. Experienced PSN task forces cite multiple benefits they have realized from their efforts to listen to and engage the community. For example, citizens have become more willing to report crimes and cooperate with investigations; task forces have gained new information that has helped them develop investigative and prosecution strategies; new relationships have prevented misunderstandings about the focus on specific neighborhoods, groups, and individuals by PSN initiatives; and gun crime prevention efforts have been strengthened by involving family members, clergy, and community partners who can be positive influences on at-risk youth and former offenders.

Community partners include all groups with specific roles to play in creating safer neighborhoods by reducing gun crime. They include criminal justice agencies and organizations that provide services like housing and job training, but also community and faith-based organizations, service delivery agencies, reentry partners, youth and families, and the offender population itself (including former offenders, parolees, and probationers).

Strong partnerships are necessary for the success of PSN and related focused deterrence strategies. Every U.S. Attorney's Office (USAO) is tasked with bringing together and leading a local task force composed of federal, state, and local prosecutors, law enforcement, researchers, media and outreach specialists, and community leaders. Task force members work together to share strategies of prevention, deterrence, and prosecution aimed at stopping criminal offenders from engaging in violence in our nation's communities. Necessary partners can be faith leaders, business leaders, local community leaders, elected officials, criminal justice officials, health care professionals, schools officials, social service providers, and youth service providers.

Why should these groups care to get involved? First and foremost, they are all citizens of the community. You can describe their local problems through comparisons that show where their town stands in terms of criminal homicides, homicides with firearms, assaults with firearms, robberies with firearms, gang-related homicides, drug-related homicides, domestic violence-related homicides, shots fired, firearms recovered, and citizen complaints. You could also highlight patterns of success or progress in

these issues as they relate to local efforts. In all of these areas, the key is to be honest. Share what your processes are, what your goals are, what your capacity is, and where you need help. Do not make any promises you do not intend to keep.

Laying the Foundation

Executive-level commitment is essential to the successful development and strategic building of the task force. Traditionally, the USAO has met with executive-level leaders to discuss commitment to the initiative before attending the North Carolina Middle District Advisory Team (MDAT) meetings. New PSN sites are welcomed early on to the Middle District table so that they can learn about the initiative, the process of building their site, and the partnerships. During this period, law enforcement support is engaged from the top down, so that law enforcement leadership can understand the goal of the initiative, their role, and the value of working with community partners.

Through the Violent Incident Review (VIR) process, law enforcement will ideally engage with neighboring jurisdictions (if their site is county-wide or multi-jurisdictional), probation, and state and federal prosecution partners. The goal of the VIR is to identify the drivers of local gun crime, which often include repeat chronic offenders, individuals associated with violent groups, and areas in which there could be street-level drug markets. During the VIR process, it is important that communications are transparent and trust is built so that everyone can work together with respect to the resources their agencies are willing and able to commit.

Building the Partnership

PSN is primarily law enforcement driven, so it is important that participating law enforcement agencies commit resources upfront to not only the problem identification processes (e.g., the VIR) but also the partnership building processes. In addition to law enforcement, the PSN partnership includes residents and resident councils, community watch groups, community and faith-based organizations, education institutions and services, job training and job skills programs, reentry programs and service providers, district attorney's offices, the North Carolina Department of Community Correction, the North Carolina Department of Juvenile Justice and Delinquency Prevention, and others. PSN partners stand united in their messages against violence and develop streamlined systems of service delivery to support individuals who need to change their behavior.

To build the community side of the partnership, law enforcement must be willing to listen to residents and community watch groups in their jurisdiction and to understand these groups' perceptions of their agency as well as the concerns and the goals of the groups. By engaging in this way, law enforcement partners can better understand perceptions and misperceptions and identify how their efforts can complement the efforts of community-based groups. Developing the relationship can take time and persistence, and it takes a willingness to "stay at the table" and work through tough conversations about the ways traditional policing have been perceived in the community. When law enforcement is willing to listen and, in some cases, accept responsibility for fostering ill perceptions among the community, the resulting dialogue can lead to an opportunity for law enforcement to share their goals for the PSN initiative,

including an overview of the related processes and the roles of the community partners. By continuing to work through discussions and by showing how they are changing their way of doing business and providing mutual support in communities, the rapport between partners can change. Community partners can begin to better understand how law enforcement is operating differently, why, and how mutual support can increase community safety.

Within service delivery and community-based agencies, law enforcement partners can follow processes similar to those used with community groups—identifying groups they would like to engage, coming to the table to learn about what those groups are doing and how they can help each other achieve their goals, and engaging partners in the larger networks. A key component to success is that all partners must be as honest as possible throughout the dialogue and the processes, so authentic relationships can be built, even in the face of tough conversations. Additionally, it is important that service delivery partners are also at the table to help streamline delivery of resources if an offender “call-in” or notification meeting is used. These meetings are a part of an offender based policing strategy in which high-risk offenders are invited or “notified” to attend in order to receive a specific deterrence message from law enforcement and an offer of resources and support from community service providers and residents. **See Practitioner Brief 2 for a full discussion of Site and Resource Coordination.**

During the partnership education and engagement processes, communication is critical. By maintaining open and consistent communications, the structure of the local partnership can be shaped. This supports transparency of the group and engagement with law enforcement partners. Early on, it is best for the project coordinator to attend meetings already underway in the community, to listen and learn about the mission and goals of their partners, and to understand what support they hope to gain from partners and what support they can offer to partners.

Formalizing the Relationships

As the partnerships began to develop and determine their shared goals and respective roles and responsibilities, many sites put into place more formalized commitments. In High Point, North Carolina, the law enforcement and community violent crime task force chose to form a 501(c)(3) organization—the High Point Community Against Violence (HPCAV)—in 2003 and institutionalized their commitments via the application and related reporting processes. Now operating as an established non-profit agency, HPCAV has an executive director and an executive board composed of committed partners who have remained committed to working together to reduce violence in High Point.

HPCAV, formerly the “High Point Violent Crimes Task Force,” began meeting in 1997 as a means to address increasing gang crime and violence in the city. Findings of a local study identified crime as a primary health concern in High Point, highlighting the impact of gun crime on youth as victims in the city. A meeting held to discuss this concern developed into a working group that allowed for independent groups addressing violence to join with service agencies, city leaders, law enforcement, faith-based leaders, and community residents and combine their efforts and resources. This working group became a vehicle for community involvement in PSN and in related applications of focused deterrence models to reduce violence.

Working with police and city leadership, HPCAV has identified community and clergy leaders who bring their message into the community, directly appealing to residents in neighborhoods blighted by violent crime. Working with the High Point Police Department, HPCAV has been instrumental in developing and implementing innovative focused deterrence strategies to address the particular dynamics driving local violent gun crime. By incorporating routine and timely information and data sharing, these entities work in partnership to develop and adjust their strategies and continue to send a unified message to the community that violence must stop and that help is available to offenders who are willing to change their criminal behavior.

Bringing partners together around a common goal over the years, the partnership has celebrated many successes and endured the various setbacks related to turnover, funding, and other issues and changes. HPCAV continues to adjust and stay true to its mission, meeting regularly in the morning on the second Wednesday of each month as it has for 13 years. **Appendix 1.1 provides an example of the HP CAV bylaws.** More information can be found on line at <http://www.hpcav.com/>.

In Cabarrus County, the Project Safe Cabarrus (PSC) program manager utilized her professional expertise in bringing partners together around common goals. Working closely with and supported by law enforcement leadership in the county, the partnership-building process began with developing an executive-level steering committee, identifying and engaging community and resource partners, developing a mission and vision for PSC, coordinating and managing communications for partners with regard to training and finance needs (identifying potential funding opportunities and developing practical training opportunities), and sharing information routinely to maintain transparency and find solutions to potential barriers.

The PSC program manager worked with the executive committee to develop a standard operating guide, which serves as a formal memorandum of agreement among the partners to clearly lay out the expectations, roles, responsibilities, and obligations of partnerships, as well as the history and vision for their site. **Appendix 1.2 provides an example of the Project Safe Cabarrus Standard Operating Guide.**

Examples of Structure: Middle District of North Carolina

The Middle District Advisory Team

The North Carolina MDAT guides the development and implementation of PSN strategies and oversees funding allocations. MDAT is convened quarterly to set priorities, approve funding distribution, and share best practices in prevention, intervention, reentry, gang interventions, and suppression strategies to advance District efforts to reduce gun and gang violence.

Each PSN site selects three representatives to serve on MDAT: one law enforcement representative, one community representative, and a third representative from either law enforcement or the community. These representatives are formally recognized as voting members who make decisions about priorities, processes, and funding distribution. Additionally, the research partner (Center for Youth, Family, and Community Partnerships at the University of North Carolina–Greensboro), the training and technical assistance partner (Center for Community Safety at Winston-Salem State University), and federal probation are allocated one vote in decisionmaking processes and serve uniquely as Middle District-wide partners. The USAO does not have a vote on any funding proposals.

Formalizing these procedures at the district level advances PSN strategies and keeps checks and balances in place to ensure that sites are working together, making smart choices about allocating resources to yield the highest impact in each individual community or site, and ideally advancing the institutional knowledge of the partnership at large.

MDAT Subcommittees

Expansions of PSN across the Middle District with incorporation of new sites and individual site development led to identification of thematic areas that could best be supported through subcommittee meeting structures. Specifically, MDAT formally identified four subcommittees to advance the work of the Middle District:

1. Finance
2. Law Enforcement
3. Resource Coordination/Reentry
4. Training

The **Finance subcommittee** began to convene as the district expanded and funding resources began to decrease. The vision of this subcommittee reads, “Through a diverse group of active PSN members, oversee the stewardship of PSN funding awarded through the Governor’s Crime Commission of North Carolina [GCC] to support the development of the PSN initiative and Anti-Gang strategies implemented in the Middle District of North Carolina.” Specific objectives of the finance subcommittee are to:

- Review and monitor district-wide PSN grant funds allocated to PSN sites
- Develop and review reporting protocols for allocations awarded to PSN sites
- Identify and communicate new PSN funding opportunities to the partnership

The subcommittee also aims to discuss new funding opportunities that they are aware of and pre-review potential PSN funding proposal requests to ensure that the requests meet GCC request for proposal (RFP) guidelines in terms of character counts for the proposal narrative and budgetary clarifications. The subcommittee does not review the content of proposals or screen proposals for merit, but simply ensures that proposals that go to voting for MDAT are in accordance with GCC RFP guidelines so that barriers to potential use of funds can be avoided to the extent possible.

The **Law Enforcement subcommittee** serves a purpose of peer-to-peer sharing of information and best practices. This subcommittee works informally, utilizing e-mail distribution lists and direct contacts to discuss challenges and solutions and exchange timely information across sites. The subcommittee convenes as needed around topics of interest.

The **Resource Coordination/Reentry subcommittee** provides a means for networking and sharing of best practice information that is similar to the peer-to-peer exchange of the law enforcement subcommittee. This subcommittee format enables resource and reentry coordinators to better understand best practices that vary by site; i. e. requirements and eligibility for job training or conditions for access to housing, so that

individuals working in these capacities can contact each other directly with specific questions and for ideas, suggestions, and sharing of related tools to support their own site efforts.

The **Training subcommittee** identifies and addresses training needs across the district in cost-effective and practical ways. The subcommittee members work together to efficiently and effectively utilize existing resources to develop, provide, and distribute appropriate materials to support training efforts as well as shape training opportunities for the partnership.

Subcommittee membership is voluntary, and subcommittee meetings are open to retain transparency.

Site-Level Task Force Structures

Each of the sites in the Middle District has tailored its ways of networking with each aspect of the community-law enforcement partnership. There are different ways of constructing the partnership models. Comprehensive city- and county-wide structures have been built that tailor the efforts of the law enforcement and community collaborative within local partnerships to support the achievement of common goals. **Appendix 1.3 provides an example of the community safety partnership structure implemented in Winston-Salem, NC. Appendix 1.4 provides an example of a county-wide partnership structure implemented in Cabarrus County, NC.**

The High Point Police Department Organization Chart

As one of the more mature and well-established PSN sites in MDNC, the High Point Police Department reorganized their structure in 2007 to fully institutionalize the PSN strategic framework. This new organizational structure has allowed the PSN framework to be effectively and routinely built into the way that the High Point Police Department “does business,” with each member of the department taking an ownership role in focused deterrence efforts, and is a progressive shift toward sustainability of focused deterrence efforts within law enforcement agencies. **Appendix 1.5 provides an updated High Point Police Department organizational chart, which was implemented in 2007 to support maintenance and sustainability of focused deterrence initiatives.**

Note: Bylaws taken verbatim from the official High Point Community Against Violence, INC published Bylaws.

**BYLAWS OF
HIGH POINT COMMUNITY AGAINST VIOLENCE, INC.**

ARTICLE I General

Matters

1. Purposes. The Corporation is organized exclusively for charitable purposes; the initial charitable purposes of the Corporation shall be to provide community-based resources to persons convicted of violent, firearm- or drug-related felonies such that such persons may secure gainful employment, appropriate housing, and such other services as may from time to time be deemed necessary, thereby redirecting their lives and becoming productive citizens of the community, lessening the likelihood of their becoming repeat offenders and thus reducing violent crime in the community.

2. Nonprofit and Tax Exempt Status. The Corporation is irrevocably dedicated to, and shall be operated exclusively for, nonprofit purposes. The Corporation shall never accept or hold any assets in trust unless such assets are accepted, held, and applied exclusively for the exempt charitable purposes for which the Corporation is organized. The Corporation shall not conduct its affairs or carry on any activities or engage in any transactions in such manner as to jeopardize the carrying out of its exclusively charitable purposes or functions or to cause it to lose its tax exemption as a charitable organization under Section 501(c)(3) of the Internal Revenue Code of 1986, as it now exists or as it may hereafter be amended, or as an organization to which contributions are deductible under Section 170(A) of the Internal Revenue Code of 1986, as it now exists or as it may hereafter be amended. The purposes of the Corporation shall be sought wholly without political partisanship.

3. Prohibited Actions. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, any person having a personal or private interest in the Corporation. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

4. Members. The Corporation shall have members.

4.1. Purpose of Membership. The Membership of HPCAV, Inc. shall consist of individuals who embrace and work toward fulfilling the purpose and objectives of HPCAV, Inc.

4.2. Participation. Members are expected to actively participate in the work of the organization and assist in developing and supporting the activities of the organization. Active participation is defined as work that promotes and facilitates fulfilling the purposes of HPCAV, Inc., including, but not limited to, attending monthly meetings; serving on standing or special committees; donating time, materials, personnel, etc.; and supporting the efforts of committees.

4.3. Membership meetings. The Membership of HPCAV shall meet monthly. The Board of Directors shall call additional meetings as needed. Dates, times, and meeting places

shall be established by the Membership, and the Membership shall be notified in writing or electronically at least 1 week prior to a meeting.

4.4. Quorum and Voting. Each member has one vote on all matters before the Membership. The holders of one-third of the votes entitled to be cast at a meeting of the Membership shall constitute a quorum.

4.5. Resignations. Members shall remove themselves from HPCAV, Inc. when they can no longer commit to actively supporting its mission.

ARTICLE II

Directors

1. General Powers. The affairs of the Corporation shall be managed by the Board of Directors or, to the extent provided by the Board of Directors, by such Executive Committee as the Board may establish pursuant to these Bylaws. The Board of Directors, together with the Membership, have the authority to hire such employees as may be required to carry out the purposes of the Corporation.

2. Number, Term, and Qualification. The number of Directors of the Corporation shall be not fewer than 7 and not more than 12. The number of members of the Board of Directors of the Corporation may be expanded or reduced (without limit as to number) at any time and from time to time by the Membership. The Board of Directors will consist of the following elected Officers: President, President-Elect, and Immediate Past President. In addition, four to eight members of the membership at large, elected by a quorum of the membership at the annual meeting, shall serve on the Board of Directors. Any member shall be eligible for election. A Director elected from the membership shall hold office for 2 years, unless removed or until his or her successor is elected and qualified. Directors need not be residents of the State of North Carolina. Any member of the Board of Directors, who is not an Officer, may serve one term on the Board and may then be re-elected after a 1-year absence. Initially, half of the directors will be elected to serve a 1-year term and half will be elected to serve a 2-year term, allowing for staggered 2-year terms thereafter.

3. Election of Directors. Except as provided in Section 4 of this Article II, the Directors shall be elected at the Annual Meeting of the Membership by a quorum of the Membership present at the meeting.

4. Vacancies. A vacancy occurring among the Directors may be filled by a member, elected by a quorum of the membership during a regular monthly meeting.

5. Compensation. Directors shall not be compensated for their services as such, but the Membership may provide for the payment of all reasonable expenses incurred by Directors in connection with the performance of their duties.

6. Resignation. Any director may resign from the Board at any time by submitting a letter of resignation to the Secretary.

ARTICLE III

Meetings of Directors

1. Annual and Other Regular Meetings. The annual meeting of the Board of Directors shall be the annual meeting of the Membership. It shall be held on the second Wednesday of July for the purpose of electing Members of the Board of Directors from the Membership and Officers of the Corporation. In addition, the Board of Directors may provide, by resolution, the time and place for the holding of additional regular meetings within the legal limits of Guilford County.

2. Notice of Meetings. Notices of all meetings, including those meetings where an amendment to these Bylaws is to be considered, shall be communicated to each member of the Board of Directors and Membership and must be sent (may be electronically) to each such member at least 7 days before each such meeting. Any member of the Board of Directors or Membership may waive notice of such meeting, and this waiver may be done by a show of hands at the prior meeting of the Board of Directors and Membership.

3. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or any two Directors. Notice of such meetings must be conveyed by mail or electronically to each member at least 2 days before such meeting and must specify the reason for which the meeting is being called. Such meetings must be held within the legal limits of Guilford County.

4. Quorum. One-half of the Directors in attendance immediately before the meeting begins shall constitute a quorum for the transaction of business at any meeting of the Board of Directors.

5. Manner of Acting. Unless the North Carolina Nonprofit Corporation Act, the Articles of Incorporation of the Corporation, or these Bylaws require the vote of a greater number of Directors, the affirmative vote of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

The affirmative vote of a majority of Directors present at a meeting at which a quorum is present shall be required to adopt a resolution creating a standing committee, a special committee, or any other committee of the Board of Directors.

The affirmative vote of at least 66% of the number of Directors and the Membership shall be required to authorize any of the following actions:

- (a) To merge or consolidate with any other Corporation;
- (b) To dissolve the Corporation;
- (c) To sell, lease, mortgage, or otherwise transfer or dispose of all or substantially all of the assets of the Corporation;
- (d) To amend the Articles of Incorporation or the Bylaws of the Corporation; or
- (e) To hire such employees as may be required to carry out the purposes of the Corporation.

ARTICLE IV

Officers

Appendix 1.2: Project Safe Cabarrus Standard Operating Guide

1. Number. The Officers of the Corporation shall consist of a President, a President-Elect, a Secretary, a Treasurer, and such Assistant Secretaries, Assistant Treasurers, and other Officers as the Board of Directors may from time to time elect. Only the Secretary and Treasurer offices may be held simultaneously by the same person.

2. Election and Term. The Officers of the Corporation shall be elected by the Board of Directors. Such election may be held at any regular or special meeting of the Membership. The President shall hold office for 1 year unless removed or unable to serve. The President-Elect shall hold office for 1 year and then shall automatically succeed the President, holding that office for 1 year. The Secretary and Treasurer shall hold office for 1 year but may be re-elected for unlimited consecutive terms by the membership

3. Removal. Any Officer or agent elected or appointed by the Membership may be removed by majority vote of the Membership with cause; but said removal shall be without prejudice to the contract rights, if any, of the person so removed.

4. Compensation. Directors and Officers shall serve without compensation for their services as such; however, the Membership at its discretion may provide for the payment of any or all expenses incurred by Directors and Officers.

5. President. The President shall be the principal executive officer of the Corporation and, subject to the control of the Board of Directors, shall supervise and control the management of the Corporation according to these Bylaws. He or she shall preside at meetings of the Board of Directors and, in general, shall perform all duties as may be prescribed by the Board of Directors from time to time. The President may sign and execute instruments in the name of the Corporation except in cases where the signing and the execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Corporation or shall be required by law otherwise to be signed or executed. The President shall be an ex-officio member of each committee with no voting rights.

6. President-Elect. The President-Elect, unless otherwise determined by the Board of Directors, shall, in the absence or disability of the President, or in the event of his or her death, inability, or refusal to act, perform the duties and exercise the powers of that office. In addition, he or she shall perform such other duties and shall have such other powers as the Board of Directors shall prescribe. The President-Elect shall automatically ascend to the Presidency after 1 year.

7. Secretary. The Secretary shall cause to be kept as permanent records (1) minutes of all meetings of the Corporation's Board of Directors; (2) a record of all actions taken by the Directors without a meeting, and (3) a record of all actions taken by committees of the Board on behalf of the Corporation. The Secretary shall give all notices required by law and by these Bylaws. The Secretary shall have general charge of the corporate records and books and of the corporate seal, and he or she shall affix the corporate seal to any lawfully executed instruments requiring it. The Secretary shall sign such instruments as may require his or her signature, and, in general, shall perform all duties incident to the office of Secretary and such other duties as may be assigned from time to time by the President or by the Board of Directors.

8. Treasurer. The Treasurer shall keep all papers and documents pertaining to the financial affairs of the Corporation. The Treasurer shall keep full and accurate accounts of all receipts and expenditures of the Corporation in books especially provided for that purpose. The Treasurer shall have custody of all funds, assets, and securities belonging to the Corporation and shall receive, deposit, or disburse the same under the direction of the Board of Directors. The Treasurer shall, in general, perform all duties incident to the office and such other duties as may be assigned from

time to time by the President or by the Board of Directors.

The accounts of the Treasurer shall be audited each year by a Certified Public Accountant and the report filed by such accountant, and the audit itself shall be made available to all members of the Corporation.

9. Assistant Secretaries and Assistant Treasurers. The Assistant Secretaries and Assistant Treasurers shall, in the absence or disability of the Secretary or the Treasurer, respectively, perform the duties and exercise the powers of those offices and shall, in general, perform such other duties as shall be assigned to them by the Secretary or the Treasurer, respectively, or by the President or the Board of Directors.

10. Bonds. The Board of Directors may by resolution require any or all Officers, agents, and employees of the Corporation to give bond to the Corporation, with sufficient sureties, conditioned on the faithful performance of the duties of their respective offices or positions, and to comply with such other conditions as may from time to time be required by the Board of Directors.

ARTICLE V

Committees

1. Committees. Except as limited by Section 6 of this Article V, the Board of Directors may, by resolution, create one or more standing or special committees for any purpose and delegate to such committees any of the powers and authorities of the Board of Directors. Such committees shall have the power to act only in intervals between meetings of the Board of Directors and shall at all times be subject to the control of the Board of Directors. The chair and members of each standing and any special committee shall be selected and may be removed by a one-half majority vote of the Board of Directors. Each chair shall report regularly to the Board of Directors and the Membership.

2. Term of Office. The chair and each member of each standing committee shall serve until his or her successor is appointed or until such committee is sooner terminated, or until such person is removed, resigns, or otherwise ceases to qualify as a chair or a member, as the case may be, of the committee. Chairs and members of special committees shall serve for the life of the committee unless they are sooner removed, resign, or cease to qualify as a chair or member, as the case may be, of such committee.

3. Vacancies. Vacancies on any committee may be filled in the same manner as provided in the case of original appointment.

4. Meetings: Quorum. Each committee shall meet as often as necessary to perform its duties at such times and places as directed by its chair, the President, or the Board of Directors. A majority of the members of the committee shall constitute a quorum of such committee, and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee. Each committee shall keep accurate minutes of its meetings, the chair designating a secretary of the committee for this purpose, and shall make periodic reports and recommendations to the Board of Directors and the Membership.

5. Expenditures. Each Committee shall have a budget determined by the Board of Directors and the Membership. Any expenditures of Corporation funds by a committee beyond the amount budgeted shall require prior approval of the Board of Directors and the Membership.

6. Limitations of Delegation. In accordance with Section 55A-8-25(e) of the North Carolina Nonprofit Corporation Act, the Board of Directors may not delegate to any committee the following powers:

- (a) To authorize distributions;
- (b) To approve dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the Corporation's assets;
- (c) To elect, appoint, or remove Directors, or to fill vacancies on the Board of Directors or on any committees of the Board of Directors; and
- (d) To adopt, amend, or repeal the articles of Incorporation or Bylaws of the Corporation.

ARTICLE VI

Indemnification of Directors, Officers, and Others

1. Definitions. For purposes of this Article VI, the following definitions shall apply:

- (a) "Act" means the North Carolina Nonprofit Corporation Act, effective July 1, 1994, and all amendments and additions thereto.
- (b) "Corporation" means the Corporation as such term is defined in Section 55A-8-50(b)(1) of the Act.
- (c) "Director" means an individual who is or was a Director of the Corporation or an individual who, while a Director of the Corporation, is or was serving at the Corporation's request as a Director, Officer, manager, partner, trustee, employee, or agent of another foreign or domestic corporation (whether a business or nonprofit corporation), limited liability company, partnership, joint venture, trust, employee benefit plan, or other enterprise. A Director is considered to be serving an employee benefit plan at the Corporation's request if such Director's duties to the Corporation also impose duties on, or otherwise involve services by, the Director to the plan or to participants in or beneficiaries of the plan. "Director" includes, unless the context requires otherwise, the estate or personal representative of a Director.
- (d) "Expenses" means expenses of every kind incurred in defending a Proceeding, including, but not limited to, legal, accounting, expert, and investigatory fees and expenses.
- (e) "Indemnified Officer" shall mean each Officer of the Corporation who is also a Director of the Corporation and each other Officer of the Corporation who is designated by the Board of Directors from time to time as an Indemnified Officer. An Indemnified Officer shall be entitled to indemnification hereunder to the same extent as a Director, including, without limitation, indemnification with respect to service by the Indemnified Officer at the Corporation's request as a Director, Officer, manager, partner, trustee, employee, or agent of another foreign or domestic corporation (whether a business or nonprofit corporation), limited liability company, partnership, joint venture, trust, employee benefit plan, or other enterprise. "Indemnified Officer" includes, unless the

context requires otherwise, the estate or personal representative of an Indemnified Officer.

(f) “Liabilities” means any obligation to pay any or all of the following: a judgment, a settlement, a penalty, a fine (including an excise tax assessed with respect to an employee benefit plan), and reasonable expenses, including, but not limited to, attorneys’ fees of opposing parties incurred with respect to a Proceeding.

(g) “Proceeding” means any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, whether formal or informal, and any appeal therein (and any inquiry or investigation that could lead to such a proceeding).

2. Statement of Intent. The Corporation shall indemnify the Directors and the Indemnified Officers to the maximum extent permitted by the Act.

3. Indemnification. In addition to, and not in any way in limitation of, all indemnification rights and obligations otherwise provided by law, the Corporation shall indemnify and hold harmless its Directors and Indemnified Officers against all Liabilities and Expenses in any Proceeding (including, without limitation, a Proceeding brought by or on behalf of the Corporation itself) arising out of their status as Directors or Officers, or their service at the Corporation’s request as a Director, Officer, manager, partner, trustee, employee, or agent of another foreign or domestic corporation (whether a business or nonprofit corporation), limited liability company, partnership, joint venture, trust, employee benefit plan, or other enterprise, or their activities in any such capacity; provided, however, that the Corporation shall not indemnify a Director or an Indemnified Officer against Liabilities or Expenses that such person may incur on account of activities of such person which at the time taken were known or believed by him or her to be clearly in conflict with the best interests of the Corporation. The Corporation shall also indemnify each Director and Indemnified Officer for his or her reasonable costs, expenses, and attorneys’ fees incurred in connection with the enforcement of the rights to indemnification granted herein, if it is determined in accordance with Article VI, Section 4 of these Bylaws that the Director or Indemnified Officer is entitled to indemnification hereunder.

The Board of Directors shall have the authority to adopt such resolutions pertaining to the implementation of this Article VI, Section 3 as it may from time to time determine, and such resolutions shall be given full effect, even though they supplement, amplify, or go beyond the provisions of this Article VI, Section 3, provided and to the extent such resolution does not violate any provision of the Act or the Articles of Incorporation. This Article VI, Section 3 shall be construed in a manner to fully affect the purpose and intent of the resolution of the Board of Directors approving and adopting this provision.

4. Determination. Any indemnification under Article VI, Section 3 shall be paid by the Corporation in a specific case only after a determination that the Director or Indemnified Officer has met the standard of conduct set forth in Article VI, Section 3 of these Bylaws. Such determination shall be made:

(a) by the Board of Directors by a majority vote of a quorum consisting of the members thereof not at the time parties to the Proceeding;

(b) if a quorum cannot be obtained under Article VI, Section 3 by a majority vote of a committee duly designated by the Board of Directors (in which designation members thereof who are parties to the Proceeding may participate), consisting solely of two or more members of the Board of Directors not at the time parties to the Proceeding; or

(c) by special legal counsel (i) selected by the Board of Directors or a committee thereof in the manner prescribed in Article VI, Section 4(a) or 4(b); or (ii) if a quorum of the Board of Directors cannot be obtained under Article VI, Section 4(a) and a committee cannot be designated under Article VI, Section 4(b), selected by a majority vote of the full Board of Directors (in which selection members thereof who are parties in the Proceeding may participate).

The Board of Directors shall take all such action as may be necessary and appropriate to enable the Corporation to pay the indemnification required by this Article VI.

5. Advances for Expenses. The Expenses incurred by a Director or an Indemnified Officer in defending a Proceeding may be paid by the Corporation in advance of the final disposition of such Proceeding as authorized by the Board of Directors in the specific case upon receipt of an undertaking by or on behalf of the Director or Indemnified Officer to repay such amount unless it shall ultimately be determined that such person is entitled to be indemnified by the Corporation against such Expenses. Subject to receipt of such undertaking, the Corporation shall make reasonable periodic advances for Expenses pursuant to this Article VI, Section 5, unless the Board of Directors shall determine, in the manner provided in Article VI, Section 4 of these Bylaws and based on the facts then known, that indemnification under this Article VI is or will be precluded.

6. Reliance and Consideration. Any Director or Indemnified Officer who at any time after the adoption of this Article VI serves or has served in any of the aforesaid capacities for or on behalf of the Corporation shall be deemed to be doing or to have done so in reliance upon, and as consideration for, the right of indemnification provided herein. Such right, however, shall not be exclusive of any other rights to which such person may be entitled apart from the provisions of this Article VI. No amendment, modification, or repeal of this Article VI shall adversely affect the right of any Director or Indemnified Officer to indemnification hereunder with respect to any activities occurring prior to the time of such amendment, modification, or repeal.

7. Insurance. The Corporation may purchase and maintain insurance on behalf of its Directors, Officers, employees, and agents and those persons who were or are serving at the request of the Corporation in any capacity with another corporation (whether a business or nonprofit corporation), limited liability company, partnership, joint venture, trust, employee benefit plan, or other enterprise against any liability asserted against or incurred by such person in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify such person against such liability under the provisions of this Article VI or otherwise. Any full or partial payment made by an insurance company under any insurance policy covering any Director, Officer, employee, agent, or other person identified above made to or on behalf of a person entitled to indemnification under this Article VI shall relieve the Corporation of its liability for indemnification provided for in this Article VI or otherwise to the extent of such payment, and no insurer shall have a right of subrogation against the Corporation with respect to such payment.

8. Savings Clause. If this Article VI or any portion hereof shall be invalidated on any ground by any court or agency of competent jurisdiction, then the Corporation shall nevertheless indemnify each person indemnified hereunder to the fullest extent permitted by the portion of this Article VI that is not invalidated and also to the fullest extent permitted or required by the applicable law.

Provisions

1. Principal Office. The principal office of the Corporation shall be located at 1009 Leonard Avenue, High Point, North Carolina, or at such other place as the Board of Directors may determine.
2. Other Offices. The Corporation may have offices at such other places, either within or without the State of North Carolina, as the Board of Directors may from time to time determine, or as the affairs of the Corporation may require.
3. Management of Corporate Funds. No funds received by donation, bequest, or any other means shall be diverted from the use to which they may be assigned by the donor, testator, or testatrix. If said use is contrary to or in conflict with the purposes of the Corporation, the funds shall be returned to the donor, testator, or testatrix. No funds shall be used for any purpose other than to affect the purposes of the Corporation.
4. Records. The Corporation shall keep a copy of the following records at the principal office of the Corporation:
 - (a) Its Articles of Incorporation or restated Articles of Incorporation and all amendments to them currently in effect;
 - (b) Its Bylaws or restated Bylaws and all amendments to them currently in effect;
 - (c) Resolutions adopted by the Board of Directors and Membership relating to the number or classification of Directors;
 - (d) A list of the names and business or home addresses of its current Directors and Officers;
 - (e) A copy of the minutes of the monthly Board of Directors and Membership meetings; and
 - (f) A copy of the annual Treasurer's Report and audit.
5. Fiscal Year. Unless otherwise ordered by the Board of Directors, the fiscal year of the Corporation shall be July 1 to June 30.
6. Financial Commitments. No Officer, member of the Board of Directors or its committees, active or associate member, or employee, agent, or member of the staff of the Corporation shall undertake any financial commitment on behalf of the Corporation except as specifically authorized by the Board of Directors and the Membership.
7. Corporate Seal. The corporate seal of the Corporation shall consist of two concentric circles, between which is the name of the Corporation and in the center of which is inscribed the word "SEAL."
8. Amendments. These Bylaws may be amended or repealed and new Bylaws may be adopted by the affirmative vote of a one-third majority of the Directors then holding office and the Active Membership at any regular or special meeting of the Board of Directors and the Membership.

NORTH CAROLINA

GUILFORD COUNTY

I, Connie M. Lawson, the duly elected, qualified and acting Secretary of High Point Community Against Violence, Inc., do hereby certify that the foregoing are the Bylaws of High Point Community Against Violence, Inc. adopted by the Board of Directors and Membership by action duly taken as of __, 200__.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Corporation this ____ day of _____, 200__.

(CORPORATE SEAL)

Connie M. Lawson, Secretary

**Project SAFE Cabarrus
Standard Operating Guide Administrative Definitions**

This Standard Operating Guide (SOG) and Appendices are entered by and between the Cabarrus County Sheriff’s Office, Concord Police Department, Kannapolis Police Department, Department of Corrections/Division of Community Corrections – Adult Probation and Parole, and the Cabarrus County District Attorney’s Office.

Mission: *To improve the quality of life for all residents of Cabarrus County by supporting a comprehensive strategy to reduce illegal gun, gang, and violent crime throughout the county.*

Purpose: Project SAFE Cabarrus is responsible for the coordination and efforts of violence reduction strategies employed by a combined effort of the law enforcement community, health and human services, faith community, educational institutions, and government entities of Cabarrus County in an effort to ensure the safety of the citizens and communities of Cabarrus County.

History: In Spring 2005, the law enforcement agencies of Cabarrus County (Cabarrus County Sheriff’s Office, Concord Police Department, and Kannapolis Police Department), the District Attorney’s Office, and DOCC Adult Probation and Parole partnered with the United States Attorney’s Office in the Middle District of North Carolina to implement the Project SAFE Neighborhood (PSN) strategy through a combined task force. It was determined that key components from the PSN strategy could be used to effectively reduce gun crime and violent crime in the adult population of Cabarrus County. The partnership decided to merge its efforts and strategies to create Project SAFE Cabarrus (PSC), a county-wide approach to reducing all violent crimes, particularly gun offenses.

The program initiative, with strong leadership from the law enforcement agencies of Cabarrus County, developed partnerships with federal and state law enforcement; government, schools, and social service agencies; community and nonprofit groups; and faith-based organizations to address violent crime issues. The program focused on violent adult offenders and neighborhoods within the county that had the highest crime probability for gun violence based on arrest history and current intelligence. Strategies were developed to handle offenders and to provide resources to improve and support their choices of better lifestyles for offenders and their families.

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Strategy Components: PSC participates in the following local, state, and federal strategies in its efforts to reduce violent crime:

1. Project SAFE Neighborhoods
2. Project SAFE Cabarrus Structure
3. Department of Corrections – Division of Community Corrections/Adult Probation and Parole
4. Gun Processing
5. Gun Tracing/NIBIN
6. Gun Case Review
7. Bullet Recovery System
8. Notification/Call-Ins
9. Reentry Initiative
10. Cabarrus Regional Gang Intelligence Network
11. Grant Funding

Strategy Components Defined: The following section details the above-listed strategies and how they apply to PSC.

1. **Project SAFE Neighborhoods**—PSN is a federal strategy designed to be a comprehensive, prevention, intervention, and prosecution approach to reducing gun crime throughout America. The United States Attorney’s Office of the Middle District of North Carolina is the lead partner in the PSN strategy employed by PSC. The strategic approach consists of five essential elements: 1) partnerships, 2) strategic planning, 3) training, 4) community outreach and public awareness, and 5) accountability.

Partnerships—Partnerships and networks of communication between the communities, local, state, and federal law enforcement are well established here in Cabarrus County to share knowledge and information about the offender population and the resources necessary for rehabilitation. A research partner works within the Middle District to designate through crime data, the specific problems where we need to devote our resources and to evaluate our processes so that our efforts are always guided in a strategic approach.

Strategic Planning—PSN is a comprehensive, data-driven approach to reducing gun crime. The strategy includes at its core the following federal priorities:

- Increased prosecution of violent organizations using federal conspiracy, racketeering, narcotics, and all other available laws aggressively to attack and punish violent drug traffickers, violent street gangs, violent robbery rings, and habitual felons;
- Heightened enforcement of all federal laws against illegal gun traffickers, as well as the corrupt federal firearms licensees (FFL) that supply them, with an emphasis on those gun traffickers who supply illegal firearms to violent organizations and juveniles; and,
- Renewed aggressive enforcement of federal firearms laws against those persons prohibited from possessing firearms or who use firearms in furtherance of illegal activities.

Training—PSN includes comprehensive training for federal, state, and local law enforcement officers and prosecutors on firearms identification, safety, federal and state statutes, federal and state search and seizure laws, crime scene and evidence management, firearms trafficking and tracing, and strategic planning.

Community Outreach and Public Awareness—Community outreach and public awareness constitute essential components of any successful gun crime reduction plan. By conveying the priorities, message, and results of this enhanced enforcement and prevention effort to the media and community members, the U.S. Attorney can help shape the attitudes of law-abiding citizens and those who would otherwise believe they can violate our gun laws with impunity.

Accountability—Careful and consistent review of gun crime and violent crime reduction efforts is necessary for an effective and proactive crime reduction strategy and to provide a means to modify the strategy as needed.

2. PSC Committee Structures—PSC utilizes three levels of steering committees to implement its violence reduction strategies and efforts.

Executive Committee—The Executive Committee consists of top-level leadership from participating criminal justice agencies, community partners, and program management. The Executive Committee's function is to create policy and mandates that are consistent with the goals of PSC. They receive recommendations from the Strategy Team and determine how best to implement them through policy and/or procedural changes. The Executive Committee also serves to approve recommendations from the Strategy Team on changes they would like implemented within this partnership. The Executive Committee will initially consist of six permanent members and two appointed members as follows:

- (1) District Attorney
- (2) Sheriff of Cabarrus County
- (3) Chief of Police – Concord Police Department
- (4) Chief of Police – Kannapolis Police Department
- (5) Judicial District Manager for Adult Probation and Parole
- (6) PSC Program Manager/Law Enforcement Coordinator (Program Manager/LEC)
- (7) Representative from community partner (appointed to 2-year term)
- (8) Representative from mental health community (appointed to 2-year term)

The intent of the Executive Committee is to limit the term of the appointed members to 2 years, thereby enlarging the opportunity for more participating community support organizations to participate in PSC at the policy-making level. The Executive Committee may establish additional permanent or appointed members, and/or it may extend the term of an appointed member when such action is deemed in the best interest of the project. The term of any permanent or appointed member of the Executive Committee will automatically end upon the withdrawal of their agency or organization from PSC.

Strategy Team—The Strategy Team for PSC consists of Agency Coordinators from law enforcement, a Adult Probation and Parole Liaison (P/P Liaison), representation from the District Attorney's Office, and the Program Manager/LEC for PSC. The Strategy Team's function is to discuss existent strategies, identify new or innovative strategies being implemented at other PSN sites, and make recommendations to both the Executive Committee and Advisory Committee based upon these strategy reviews. The Strategy Team is responsible for the law enforcement resources of the strategy.

Project SAFE Cabarrus Advisory Committee—The PSC Advisory Committee consists of members of community and service-provider resources, the faith community, and the community at large, as well as law enforcement practitioners tasked with the actual implementation of the program initiatives. The Advisory Committee's function is to design and implement the various violence reduction strategies within their own agency and support suggested initiatives by the Strategy Team. This committee serves to periodically review existent strategies implemented through the program to determine their effectiveness, ways to improve the strategies, and changes needed from all of the PSC partners. Other programs and services from outside agencies are studied to determine if they can aid the PSC strategy of impacting violence or rehabilitation. The group shares information on current services or programs available or needed, rehabilitation trends, research findings, training needs, awareness opportunities, and other options and programs that the PSC strategy can utilize.

3. Department of Corrections – Division of Community Corrections/Adult Probation and Parole—The Division of Community Corrections (DCC) is part of a state agency charged with protecting citizens

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throughout the state by providing viable alternatives and meaningful supervision to offenders placed in DCC custody. The primary goal is to accomplish the mission by reaching an equal balance of control and treatment for the offenders that will positively affect their behavior and lifestyle patterns.

4. **Gun Processing**—For the limited purpose of this SOG, the term "gun processing" shall mean the processing of a seized or recovered firearm by a law enforcement agency for the following purposes: documentation, identification, tracing, latent examination, NCIC hot file query, ballistic testing and examination, custody, and disposition.
5. **Gun Case Screening**—This is designed to provide a comprehensive review for all firearm-related events that occur within Cabarrus County. The strategy includes partners from federal, state, and local agencies with jurisdiction within Cabarrus County. The gun screening team meets to review and screen firearm-related cases specified in the established criteria, including:
 - Firearms seized as evidence of crimes,
 - Firearms seized through domestic violence restraining order (50-B) seizures,
 - Firearms seized for safekeeping,
 - Found firearms,
 - All ammunition seizures, and
 - Firearm-related evidence (i.e., shell casings, projectiles, etc.)

The partnership reviews these cases to determine the following:

- The best venue for prosecution—state charges, federal charges, or both,
 - Required follow-up by local law enforcement agencies to provide better prosecution on the case,
 - Identification and recommendation of needed training for local law enforcement and/or prosecution partners, and
 - Identification and recommendation of procedural or policy changes needed to the Strategy Team
6. **Gun Tracing/National Integrated Ballistic Information Network**—Comprehensive gun tracing is designed to a) identify gun crime sources, corrupt FFLs, adults responsible for providing guns to youth, and illegal gun traffickers and b) prosecute them via federal or state statutes. There is a priority for retrieving guns found on juveniles (under 18) to determine trends.

National Integrated Ballistic Systems Network (NIBIN) partner agencies and the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) work in partnership against violent crime. Through NIBIN, federal, state, and local law enforcement agencies have access to Integrated Ballistic Identification System equipment, which allows firearms technicians to capture digital image markings made by a firearm on bullets and cartridge casings.

7. **Bullet Recovery System**—The participating law enforcement agencies will use this system to facilitate the forensic processing of seized and recovered firearms. The system will be accessible to authorized law enforcement personnel in accordance with protocols jointly approved by the agency heads.
8. **Notification/Call-Ins**—This is a local strategy wherein offenders are screened against established criteria to determine if they qualify to attend a Notification session. If the offender meets the criteria they are directed by their probation/parole officer to attend the Notification session, which is an opportunity for the offenders to hear messages from law enforcement, prosecutors, and community partners. The program manager meets with selected offenders to inform them of the Notification process. After fielding questions, a Resource Needs Assessment is completed. . The Notification session is set up into three distinct sections:

Government Official Greeting—Offenders in attendance will hear a short greeting from the Mayors and County Commissioner of Cabarrus County. A message of deterrence from their current lifestyle and encouragement to participate in the PSC initiative is shared.

Law Enforcement Message—Delivered by agency leadership, this is a strong law enforcement message clarifying that offenders' violent crimes will no longer be tolerated, specifically illegal possession of

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firearms or ammunition. Offenders are given assurances that any future violent crimes will be punished swiftly to the fullest extent possible, and they are informed that Cabarrus County law enforcement agencies have partnered with community resource providers and organizations in their efforts to stop the violence. Offenders are also reminded that they have an opportunity to change their lives and that community resource partners are willing to help them.

Community Message—Messages from community stakeholders let offenders know why they have been asked to attend a Notification session. Offenders are made aware that their violent crimes have not gone unnoticed; the community is tired of the violence and is partnering with law enforcement to support the PSN initiative. The community also stresses that the Notification process is also an opportunity for offenders to turn their lives around, and that resource providers in the community are willing to offer assistance should they decide to start being productive citizens. Hope and support are reiterated through each message. Probation and parole officers along with the PSC program manager will provide support and contact leads for the offenders and assist with follow-up appointments and referral to resource agencies.

Notification sessions are utilized by several cities throughout the Middle District of North Carolina and are fairly consistent in their content. PSC conducts Notifications as needed.

9. **Reentry Initiative**—The mission of reentry in partnership with PSC is to develop, enhance, facilitate, and provide transition services for ex-offenders returning to Cabarrus County after serving active prison sentences. The initiative works through a system of pre- and post-release services that begins by involvement with the inmate inside Cabarrus County Correctional 6 to 12 months prior to release and continues to work through long-term activities after the inmate is released.
10. **Cabarrus Regional Gang Intelligence Network (CRGIN)**—The CRGIN is partnership between the Cabarrus County Sheriff's Office, Concord Police Department, Kannapolis Police Department, and Adult Probation and Parole is designed to:
 - Provide education to law enforcement personnel and the community at large about potential gang issues within our communities,
 - Provide a process to determine the validity of gangs, gang members, and gang-related activities within Cabarrus County,
 - Provide officers with intelligence information related to validated gangs, their members, and their activities, and
 - Share gang-related information within the partnership.
11. **Grant Funding**—The Executive Committee and community partners will remain apprised of grant opportunities that could be used to further support the mission and goals of PSC. Such information should be relayed to the Executive Committee for consideration at the earliest opportunity. Grant applications considered on behalf of PSC must be reviewed and authorized by the Executive Committee prior to submission. Grants requiring matching funds will not be authorized unless and until a specific and adequate funding source has been identified and secured. All grant funds received and expended in support of PSC activity must be subject to independent financial audit.

Project SAFE Cabarrus Agreement of Responsibilities

Agreements of Responsibilities are defined for the following strategies:

1. Project SAFE Neighborhoods (PSN)
2. Project SAFE Cabarrus (PSC) Committee Structure
3. Department of Corrections/Division of Community Corrections (DOC/DCC) – Adult Probation and Parole
4. Gun Processing
5. Gun Tracing/NIBIN
6. Gun Case Review
7. Bullet Recovery System
8. Notification/Call-Ins
9. Reentry Initiative
10. Cabarrus Regional Gang Intelligence Network
11. Grant Funding

1. Project SAFE Neighborhoods

PSN provides the following regular meetings in the Middle District of North Carolina for information sharing, training opportunities, and networking:

- Middle District of North Carolina PSN Violent Crimes/Anti-Terrorism Advisory Council Task Force meetings are held monthly at the United States Attorney’s Office in Greensboro, NC;
- PSN Middle District Advisory Team (MDAT) meetings are held quarterly at times and locations determined on the basis of rotation and availability; and
- Training opportunities as identified by the U.S. Attorney’s Office for the Middle District of North Carolina and the Center for Community Safety at Winston-Salem State University through PSN site assessments.

PSC provides the following meetings in Cabarrus County for strategic planning, information sharing, and networking:

- Executive Committee meets bi-annually at a time and location determined by availability;
- Strategy Team meets as needed at a time and location determined by availability;
- Gun Case Review/Gang Intel Team meets monthly at 9:00 AM; and
- PSC Advisory Committee meets quarterly at 9:00 AM at the Cabarrus County Boys and Girls Club.

PSC Agency Coordinators and PSC Project Manager/Law Enforcement Coordinator are responsible to attend regularly scheduled meetings and to facilitate sharing of information from those meetings with PSC and other PSN partners through electronic mail.

Agency Coordinators for PSC are defined as law enforcement personnel designated by the chiefs of police and sheriff in Cabarrus County. *Agency designees* for PSC are defined as law enforcement personnel designated by the Agency Coordinators.

Strategy Components of PSN

The Strategy Team is responsible to ensure that the PSC partnership is in compliance with PSN strategy components by partnership building/maintenance, strategic planning efforts, attending PSN training, developing and participating in community outreach and public awareness opportunities, and periodic review of strategy components to ensure accountability to PSC partners that the strategy is working.

PSN Training

As part of the PSN strategy “Training” component, the U.S. Attorney’s Office in collaboration with the Center for Community Safety at Winston-Salem State University will identify training needs for the Middle District PSN sites with in-service training to PSC personnel, to all law enforcement officers, and to other partnering agencies within Cabarrus County. The Program Manager/LEC will work with the U.S. Attorney’s Office to implement trainings specific to Cabarrus County.

Community Outreach and Public Awareness

The Strategy Team is responsible to build and strengthen existing PSC partnerships through community-wide presentations, written material, handouts, and public safety announcements (PSA) for the purpose of educating the community on the PSN strategy in Cabarrus County. Information handouts for PSN offenders will educate them on state and federal laws as they apply to that population and the consequences of violating gun laws.

2. Project SAFE Cabarrus Committees

Members of the Executive Committee, Strategic Team, and community partnerships are responsible to attend regularly scheduled meetings to:

- Facilitate sharing of information among members of the PSC partnership;
- Report on efforts of the law enforcement partners and provide statistical reporting as necessary;
- Participate in discussions designed to “steer” the strategies utilized by the PSC partnership; and
- Report back to law enforcement personnel and community partners on the efforts of the Executive Committee and Strategy Team and/or any suggested changes in PSC strategies.

3. Department of Corrections/Division of Community Corrections—Adult Probation and Parole

P/P Liaison is responsible to assist the Program Manager/LEC and law enforcement agencies with the selection of offenders to be notified. This will be accomplished through the use of the Offender Population User System. Probationers are selected from a pool of offenders meeting the criteria, and a list of eligible probationers will be provided to the PSC Agency Coordinator for further screening. Adult P/P will ensure that selected offenders are notified to be at the scheduled call-in meeting. The Judicial District Manager will give signed Notification letters to the probation officer(s) assigned to the selected offenders. The letters, which are served to offenders prior to the Notification event, give instructions on where to report for the event.

Following Notification

Offender Contact with Law Enforcement

If any “notified” offender has contact with any Cabarrus County law enforcement agency, with the exception of contact of a covert nature, the following procedure should be followed:

- The law enforcement officer contacts the Agency Coordinator and/or Program Manager within 24 hours. It is recommended but not required to provide the Arrest Summary for record.
- The Agency Coordinator contacts the Program Manager within 24 hours of contact—
 - The Program Manager notifies the Executive Committee and Agency Coordinators of the contact;
 - The P/P Liaison then advises the Probation/Parole Officer (PPO) of that contact; and
 - Within 24 hours of the occurrence, the PPO addresses the issue with the offender.

If any arrest is made of a “notified” offender, the following procedure should be followed:

- The law enforcement officer alerts the magistrate’s office that the offender is in the “PSN Program” and provides that office with a current criminal history in writing or in electronic format for immediate review;
- The law enforcement officer is to Notify the Agency Coordinator and/or Program Manager of the arrest within 24 hours (or next business day);
- The Program Manager/LEC notifies the Executive Committee and Agency Coordinators of the contact;
- The P/P Liaison advises the supervising PPO of the arrest;
- The Supervising PPO immediately determines if a parole violation has occurred (DCC Policies and Procedures are then followed); and
- The supervising PPO then contacts the Program Manager/LEC and the District Attorney’s Office immediately to inform them of the arrest/parole violation according to the policy established by the District Attorney’s Office.

The following will be a DCC district procedure by supervising PPOs for violations by PSN offenders.

- The PPO must advise the PSN Program Manager/LEC after completing a probation violation on a PSN offender, so that the PSN Program Manager/LEC can document this action. If necessary, the PSN Program Manager/LEC advises local law enforcement to be on the lookout for this offender;
- Once the offender has been served/arrested for the probation violation, the PPO sends an e-mail to the

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District Attorney and Assistant District Attorney with copies to the supervising PPO CPPO and PSN Program Manager/LEC;

- After sending the e-mail, the PPO takes a copy of the violation report (with "PSN OFFENDER" marked in red) to the Administrative Assistant in the District Attorney's Office, stating that this is a PSN offender who needs to be added on to the next Superior/District Court date. If the offender becomes an absconder before the court date, the PPO must advise the PSN Program Manager/LEC; and
- The PPO must be aware of all court dates, outcomes, and document according to the standard operating procedure.

Offender Contact with Community Resource Partners

If any "notified" offender makes contact with a Community Partner for assistance, the following procedure should be followed:

- The Resource Agency should notify the Program Manager within 24 hours (or next business day);
- The Program Manager should immediately contact the P/P liaison and Supervising PPO assigned to the offender; and
- The Supervising PPO will contact the offender within 24 hours to reinforce positive behavior.

4. Gun Processing

All law enforcement agencies will process seized and recovered firearms in accordance with protocols established by their respective agency head.

5. Gun Tracing/NIBIN

Agency Coordinators or designees are responsible to:

- Ensure 100% compliance on ATF tracing of all firearms seized by all law enforcement personnel for fingerprinting in accordance with their respective agency protocols;
- Maintain binder(s) on all ATF Firearm Trace Summaries;
- Review ATF Firearm Trace Summaries to identify suspected corrupt FFLs, illegal gun suppliers to youth, and "straw purchasers" (individuals who purchase multiple handguns in order to provide the firearms to prohibited persons);
- Refer all findings and recommendations to the Agency Coordinator or agency designees for PSC; and
- Provide periodic in-service training on gun tracing to law enforcement personnel and recruits.

6. Gun Case Screening

Gun case screenings are scheduled monthly and led by the District Attorney's Office. Agency Coordinators or designees are responsible to attend scheduled meetings. Agency Coordinators are also responsible for providing the Cabarrus County District Attorney's Office and United States Attorney's Office with the material needed for the gun case screening in a timely fashion, including incident reports for all firearm/ammunition-related cases such as cases involving any of the following:

- Firearms seized as evidence of crimes, firearms seized through domestic violence restraining order (50-B) seizures, firearms seized for safekeeping, found firearms, all ammunition seizures, and firearm-related evidence (i.e., shell casings, projectiles, etc.);
- Record Management System (RMS) information on all offenders and victims involved in the above-mentioned cases, including the Biographical page and Complete Involvements page(s); and
- Evidence lists and/or property sheets for all evidence related to the above-mentioned cases

Agency Coordinators or designees are also responsible to:

- Enter and maintain Alert Flags on Notified Offenders in the RMS system(s);
- Contact officers whose cases need follow-up investigations based upon recommendations from the gun review meeting;
- Provide feedback to training divisions regarding improved documentation and procedures; and
- Identify potential cases for multi-agency responses.

7. Bullet Recovery System

The law enforcement agency leadership agrees to designate and provide specialized training to selected officers from their respective agencies that will be responsible for using the bullet recovery system to generate ballistic

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samples and submitting generated samples for laboratory examination and/or entry into the NIBIN system.

The initial purchase of the bullet recovery system will be accomplished using federal grant funds. The recurring cost of operating and maintaining the system will be shared in equal portions by the participating law enforcement agencies. Guns must be processed for latent fingerprints before being sent to the bullet recovery system.

8. Notification/Call-Ins

The Program Manager/LEC is responsible to work with the Executive Committee to schedule Notification sessions on an as-needed basis (at least two, but no more than four) and to notify partnering agencies of the schedule. Notification responsibilities also include:

- Confirming availability of a facility to conduct said Notifications;
- Inviting partnering agencies to participate in the Notification session by written invitation letter signed by chiefs of police and sheriff via e-mail or the U.S. Postal Service; and
- Confirming attendance within a week of Notification via e-mail or phone.

The PSC Agency Coordinators' Notification responsibilities include proper screening and selection of offenders to attend Notification sessions. Candidates are screened from the following sources:

- Referrals from the Department of Corrections – Adult Probation and Parole
- Referrals from law enforcement agencies
- Review of criminal histories of offenders arrested for the preceding 3 months and compared to the Point Scale Valuation System to determine if offender scores 15 points or higher
- Referrals from the gun case review
- Referrals from other law enforcement personnel or partnering agencies

Notification candidates are qualified based upon the following criteria:

- Must be 18 years old;
- Must be a convicted felon;
- Must have 15 or more points based on the Point Scale Valuation System
- Must have 1 or more arrests involving firearm violation(s);
- Must have arrest or prison release within past year;
- Must have served time in prison or be on active probation;
- Cannot be incarcerated;
- Cannot be a current absconder from probation/parole;
- Cannot have medical/physical limitations or special needs that would prevent attendance; and

Note: The PSC Agency Coordinator is responsible for identifying active criminal/civil papers on qualified candidates to determine if papers can be served prior to or after Notification.

The Concord Police Department has agreed to designate personnel to:

- Prepare for law enforcement dissemination an Offender Information Booklet that includes *complete* biographical history, arrest history, conviction history, and additional notes or items of interest to law enforcement;
- Prepare for community resource partner dissemination an Offender Information Booklet that includes *limited* biographical information, arrest history, and additional notes or items of interest to specific resource services partners; and
- Maintain the partnership's master Offender Hot List.

The Project Manager/LEC is responsible to:

- Review qualified candidates with partnering law enforcement agencies;
- Review PSN/PSC offender information fliers;
- Maintain and prepare Resource Needs Assessments for completion by offenders to assist with community resource delivery referrals;
- Following Notification, review Resource Needs Assessments to begin resource coordination with DOCC and

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- community providers;
- Maintain and prepare an outline of messages for partnering agencies to verbally deliver to offenders at Notification;
- Conduct Notification briefing with partnering agencies prior to Notification, including a review of the timeline for Notification;
- Identify any changes needed prior to Notification;
- Provide an electronic version of the Offender Information Booklet to the chiefs of police and sheriff, District Attorney's Office, DOCC, and magistrate's office for dissemination in their agencies;
- Provide Offender Information Booklets to resource partners following Notification;
- Conduct Notification debriefings with partnering resource agencies to gain feedback for improved processes, share information regarding offender resource needs, and discuss follow-up; and
- Maintain files documenting the Notification process, including all source documents used.

Based on the geographical location of Notifications, PSC law enforcement/DOCC personnel are responsible to provide proper security during the entire Notification session, including offender registration, Terry Frisk/pat down of offenders, escorting offenders from the staging area to meeting room(s), security during the Notification session, and escorting offenders from the meeting room(s) to the exterior of the building. DOCC will also provide current photographs of selected offenders participating in Notification.

PSC Agency Coordinators or agency designee is responsible to:

- Flag Notified offenders in the appropriate RMS (i.e., Alert Flags of "PSN Notified");
- Enter Notification date in the Comments field (i.e., "PSN Notified"); and
- Update the RMS biographical information on offenders based on information provided on offender registration cards and/or resource needs sheets.

PSC Agency Coordinators or agency designees are responsible to maintain the RMS flags and PSC Offender Alert Flags based upon established criteria:

- No violent crime arrests within 2 years
- No incarceration in jail or prison within 2 years
- Successful completion of probation/parole

9. Reentry

Two reentry partners—Higher Level Missions and Cabarrus Reentry Initiative—will attend district-wide scheduled meetings relating to reentry and will facilitate sharing information from those meetings within the PSC committee structure. The Cabarrus Reentry Initiative will assist in identifying necessary resources and delivery mechanisms for the partnerships and provide statistical information as required for the PSC partnership.

10. Cabarrus Regional Gang Intelligence Network

Selected designees of the law enforcement agencies and DOCC are responsible to attend regularly scheduled meetings to serve as a member of CRGIN. Other responsibilities include:

- Review gang validation packets submitted by included agencies to facilitate information sharing on validated gang members and their activities;
- Facilitate the sharing of other criminal intelligence information between law enforcement agencies and other partnering agencies in CRGIN;
- Assist agencies in providing gang-related officer safety information and training to law enforcement personnel as approved;
- Assist agencies in providing education and awareness training to non-law enforcement entities such as Cabarrus County Schools, Kannapolis City Schools, churches, other faith-based organizations, private businesses or corporations, and medical facilities; and
- Assist included agencies in maintaining intelligence files in compliance with local, state, and federal laws, including 28 Code of federal regulations Part 23.

11. Grant Funding

Partnering agencies considering applying for grant funding to benefit all participants under the PSC umbrella and having approval by the Executive Committee will adhere to the following guidelines:

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- The applicant agency (grantee) will be solely responsible for securing the authorization of their governing body or board for the submission of the grant application, including (but not limited to) execution of applicable certification and assurances and provision of required documentation.
- The grantee will be solely responsible for technical administration of the grant, including compliance with all applicable grant terms and conditions, in accordance with the requirements of the grantor. Should any conflict exist between the direction of the Executive Committee and the requirements of the grantor, the requirements of the grantor shall prevail. Such conflict shall be reported expeditiously to the Executive Committee for appropriate resolution.
- A Project Director for the grant will be designated by the grantee. The Project Director will be responsible for overseeing the implementation and administration of the grant, including any personnel management, financial reporting, or other activities required under the grant guidelines.
- The Project Director will be responsible for the ongoing coordination of grant activities with the Program Manager/LEC. This responsibility includes providing the Program Manager/LEC with copies of grant documentation and other relevant information as requested by the Program Manager/LEC or Executive Committee.
- Grant funds used to employ persons on a full-time or part-time basis must be approved in advance by the Executive Committee.
- Any changes to the proposed budget and/or expenditure of grant funds on behalf of PSC must be authorized in advance by the Executive Committee and approved by the granting agency.
- The Project Director for the grant will be responsible for providing written financial reports and operational progress reports to the Program Manager/LEC and/or Executive Committee on at least a quarterly basis.

Other Duties and Responsibilities

PSC Program Manager/LEC serves as the contact person for the partnering agencies of PSC to handle agency requests for information that are law enforcement sensitive in relation to the functions of the PSC partnership.

The PSC law enforcement designees' responsibilities:

Data Operations:

- Maintain accurate records of PSC activities;
- Maintain Alert Flags on "PSN Notified" offenders in the RMS—that is, individuals who are identified through the PSC strategy as meeting the criteria for Notification or as having been Notified; and
- Provide statistical reporting as needed within the PSC partnership or to other agencies upon request.

Prevention Measures:

- Participate in community, faith-based, and/or school meetings designed to implement the intervention and prevention strategies of PSC (i.e., Community Watch, Gang Prevention, Crime Stoppers, etc.)

Periodic Functions:

- Check monthly for arrests of monitored offenders and notify appropriate partners of any arrests involving monitored offenders;
- Develop, maintain, and update training outlines, presentations, and material to assist in providing training on the PSC strategies and initiatives;
- Crime data statistics;
- Reporting of crime data statistics to research partner; and
- Reporting of gang suppression activity.

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This SOG and Appendices will remain in effect until renegotiated by the Executive Committee. This SOG and Appendices should be reviewed as necessary or on an annual basis. This SOG and Appendices may be amended, if mutually agreed upon and approved by the Executive Committee, to change the mission and goals of Project SAFE Cabarrus. Such changes shall be incorporated as a written amendment to this SOG and Appendices.

BY: _____
Brad Riley, Sheriff
Cabarrus County Sheriff's Office

DATE: _____

BY: _____
Merl Hamilton, Chief
Concord Police Department

DATE: _____

BY: _____
J.W. Chavis, Chief
Kannapolis Police Department

DATE: _____

BY: _____
Catherine Combs, Judicial District Manager
Department of Corrections

DATE: _____

BY: _____
Roxanne Vaneekoven, DA
District Attorney's Office – Cabarrus County

DATE: _____

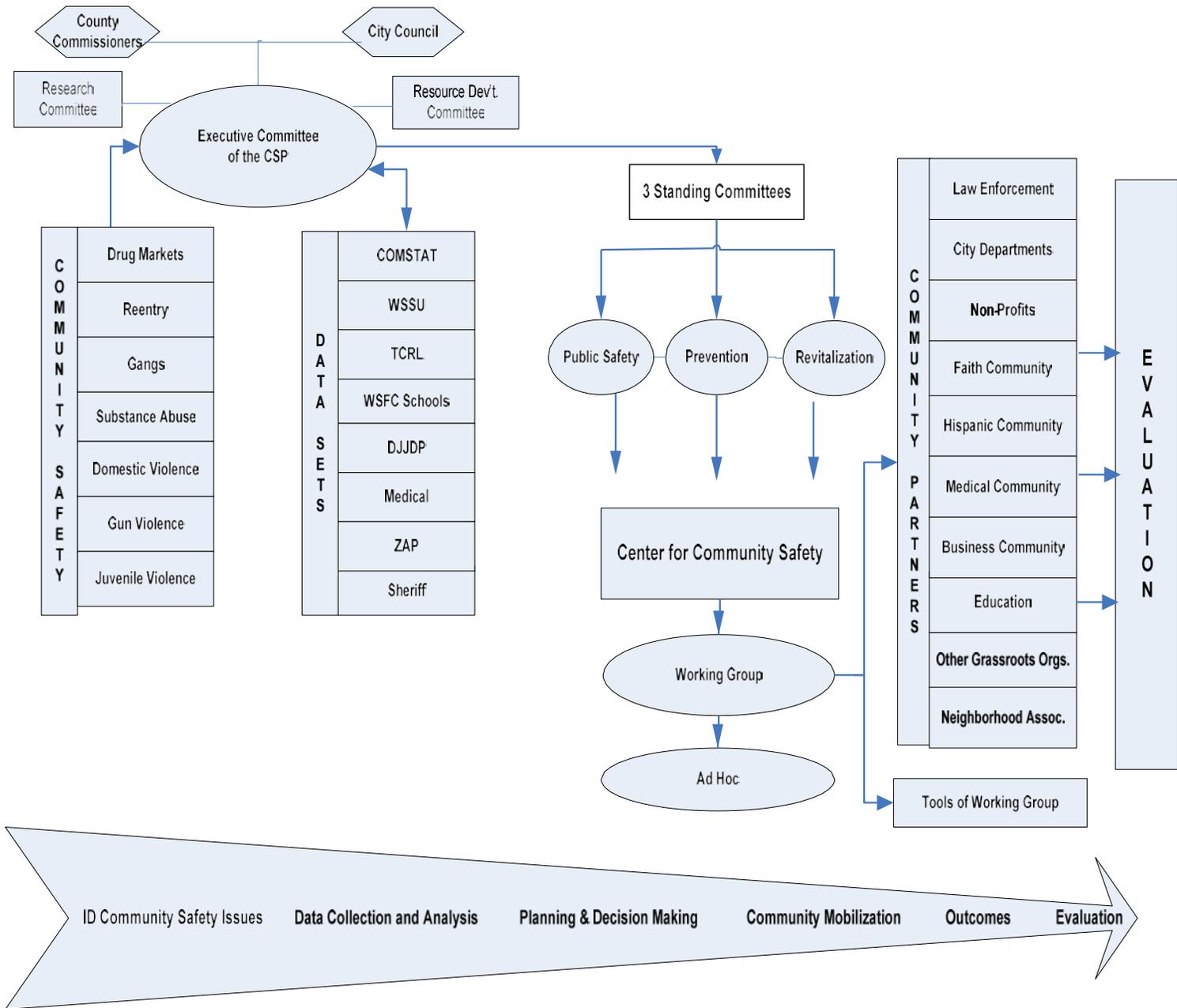
BY: _____
James Polk
Department of Social Services, Cabarrus County

DATE: _____

BY: _____
Jodi Ramirez
Program Manager/Law Enforcement Coordinator

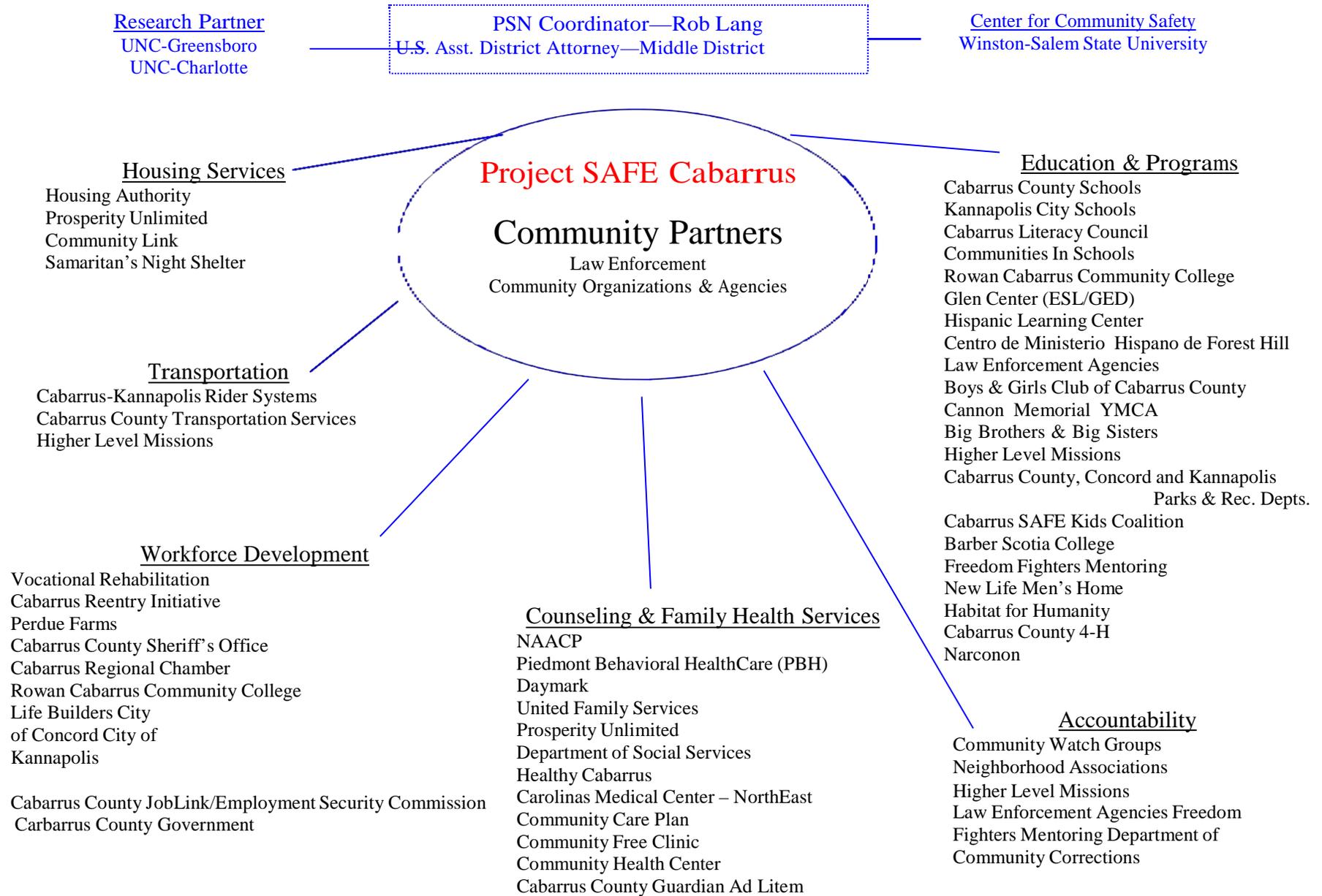
DATE: _____

Winston-Salem/Forsyth County Vision for Community Safety Partnership

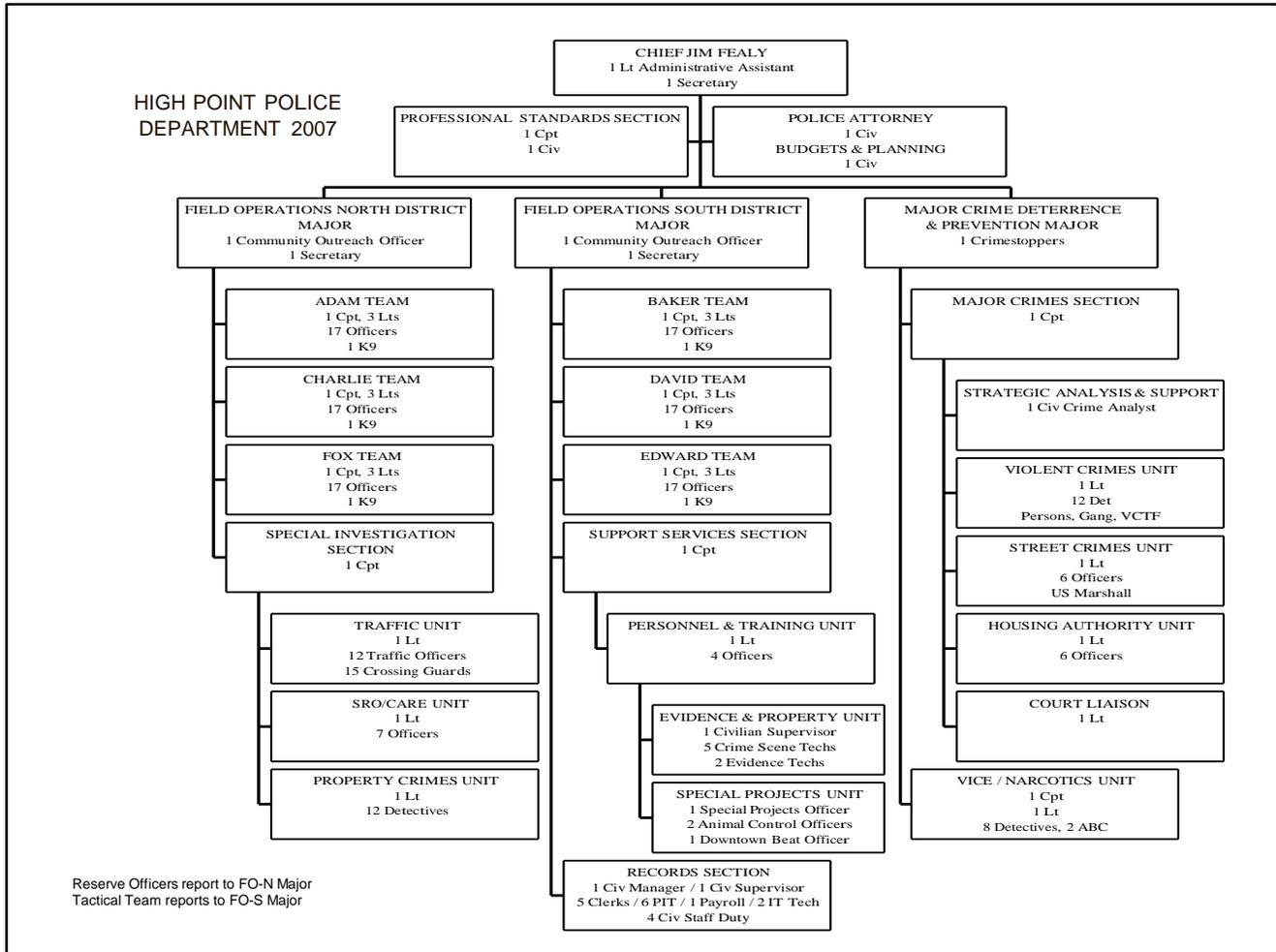


Source: The Center for Community Safety at Winston-Salem State University

Appendix 1.4: Project Safe Cabarrus Partnership Structure



Appendix 1.5: High Point Police Department Organizational Chart (Implemented 2008)



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We respectfully acknowledge the efforts of all contributors to Project Safe Neighborhoods strategies in our Middle District of North Carolina. With special thanks for their contribution to this document, we recognize our committed United States Attorney Anna Mills Wagoner; Assistant United States Attorney and Project Safe Neighborhoods and Anti-Gang Coordinator for the Middle District of North Carolina Robert A.J. Lang; the North Carolina Governor's Crime Commission; Project Safe Neighborhoods Site Coordinators and Resource Coordinators; Project Safe Neighborhoods Community, Faith-Based, Reentry, Service Delivery, and Prevention Partners; the Center for Community Safety at Winston-Salem State University; the Alamance County Sheriff's Department; Burlington Police Department; Cabarrus County Sheriff's Office; Carrboro Police Department; Chapel Hill Police Department; Concord Police Department; Davidson County Sheriff's Office; Denton Police Department; Durham Police Department; Elon Police Department; Gibsonville Police Department; Graham Police Department; Greensboro Police Department; Haw River Police Department; High Point Police Department; Hillsborough Police Department; Kannapolis Police Department; Lexington Police Department; Mebane Police Department; Orange County Sheriff's Office; Project Reentry; Salisbury Police Department; Thomasville Police Department; University of North Carolina–Chapel Hill Department of Public Safety; Winston-Salem Police Department; and the North Carolina Department of Correction, Department of Community Corrections.

Special recognition to:

United States Attorney's Office for the Middle District of North Carolina

North Carolina Governor's Crime Commission

Center for Community Safety at Winston-Salem State University

For more information about Project Safe Neighborhoods Strategies in the Middle District of North Carolina, contact:

Robert A.J. Lang

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rob.lang@usdoj.gov, 336-747-7506

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Selected Community Engagement Resources for PSN

PSN-Related Web Sites

Project Safe Neighborhoods (PSN) web site: <http://www.projectsafeneighborhoods.gov>.

United States Attorney's Offices (listing of offices and links):
<http://www.usdoj.gov/usao/offices/index.html>

Community Engagement in Planning

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