



The Center for Community Safety

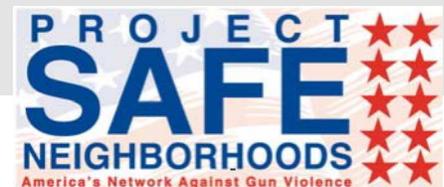
Safeguarding the Community Ideal through Data-Driven Collaboration



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 2
**Site and Resource
Coordination**



CENTER FOR YOUTH, FAMILY, AND COMMUNITY PART
NERSHIPS
THE UNIVERSITY OF NORTH CAROLINA AT GREEN
NSBORO

AND

THE CENTER FOR COMMUNITY SAFETY AT WINSTON-
SALEM STATE UNIVERSITY

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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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PSN Site and Resource Coordination

In order to ensure that Project Safe Neighborhoods (PSN) task force partners are true to their commitments to prevention and intervention strategies and remain strategically and fiscally responsible, coordination of resources is critical. The primary obligation of a Resource Coordinator is to streamline resource delivery for notified offenders (and some other individuals, at a site's discretion), so that resources can be accessed through one main point of contact. When possible, a full-time Site Coordinator is put into place to manage and facilitate the partnership, educate and engage the community and new partners, develop resources, and put into place systems of ongoing strategy development, implementation, communication, and evaluation.

In the Middle District of North Carolina (MDNC), models of coordination vary. In some sites, a Site Coordinator also works to coordinate resources or to leverage probation and parole to coordinate resources. In other cases, the Resource Coordinator initially will get resource delivery networks and systems to work with notified offenders, but may fill other coordination roles as well. Depending upon the needs of the site and the resources it has in place, the coordination roles can vary. It is critical, however, that a coordinator is able to streamline resource delivery in all situations and support consistent communications across the partnership and within the community, regardless of title.

Site and Resource Coordinators:

- Must have a commitment from their site and lead agencies to support funding for their position, as grant funding can be sought for seed money but in most cases is not a source of continuous support;
- Must be designated and made visible up-front, at the onset of PSN task force development;
- Must have the complete support of their law enforcement and community partners;
- Must be able to clearly articulate the goals and strategies of their PSN task force;
- Must maintain high levels of integrity working with community partners and former offenders; and
- Must only make promises they are able to and intend to keep.

The Role of the PSN Resource Coordinator

The Resource Coordinator's foremost obligation is to streamline resource delivery, serving as the primary link not only between notified offenders and community resources, but also in many ways within the law enforcement–community collaborative. The Resource Coordinator also assesses what resources and networks are available in the community to assist with PSN efforts, educates and engages partners in the network, supports the partners' efforts where appropriate, and seeks to further develop resources in areas where there are gaps in the community. Simultaneously, it is the responsibility of the Resource Coordinator to make every effort to ensure that all promises made to notified offenders are kept. Commitment to the goals of PSN and dedication to the promises made by the PSN partnership to notified offenders are among the most critical components in maintaining the integrity of PSN strategies in the eyes of the community, the offenders themselves, and at times the networks of associates. News of broken promises can travel fast and damage the perceived integrity of the notification promises within the community as well as the impact of the message itself at future notifications.

Traditionally in the MDNC, a Resource Needs Sheet is given to notified offenders to complete with their requests for support. This sheet is often given at the notification itself, and the individuals being notified often complete the form following the notification message delivery with assistance from either the Resource Coordinator or a small number of community representatives. In some cases, offenders complete the form with their probation and parole officers prior to notification, and in other cases the form is completed once the notified person makes initial contact with the Resource Coordinator. The Resource Coordinator works to coordinate the service delivery of resources requested for each offender, supporting transportation and coordination where possible, and works to track resource delivery and follow-through of the offender.

Appendix 2.1 provides a sample Job Description for a Resource Coordinator position in Salisbury, NC.

Appendix 2.2 provides a sample Resource Needs Sheet used in Greensboro, NC for notification participants to complete to streamline resource delivery.

The Role of the PSN Site Coordinator: Project Safe Cabarrus

In Project Safe Cabarrus (PSC), the PSN initiative in Cabarrus County, NC, a model emerged for a full-time dedicated site manager (PSC Manager) to spearhead program organization of all efforts relating to the PSN activity across three collaborative law enforcement agencies (Cabarrus County Sheriff's Department, Concord Police Department, and Kannapolis Police Department) and their community partnerships. These law enforcement agencies dedicated a PSN Agency Coordinator from each department to work in concert with the PSC Manager to ensure maximum success of this PSN initiative in Cabarrus County. Driven by the PSC Manager, with the support of the law enforcement leadership, all initiative and strategy development, committee structures, program development, standard operating guidelines, and communications are effectively directed through the partnerships.

In this model, probation and parole play a critical role in the coordination of resources with the

notified offenders. Probation officers are routinely trained about current and new services available to offenders for rehabilitation. Probation officers work with offenders identified for notification, complete a Resource Needs Sheet together with each offender requesting services, and then support requests for and delivery of assistance following the notification.

Resource coordination is a priority in keeping the promises made to notified offenders on behalf of PSC. The PSC Manager works to ensure that every opportunity and all requested resources are accessible to the offender at the time of notification and beyond. To facilitate this process, service providers and faith-based representatives attend the notification. The PSC Manager also communicates the results of the needs requests with the probation officer, and together they work out a case plan for notified offenders. Once the coordination of services among probation and parole, service providers, and offenders takes place, the PSC Manager maintains communication with the agencies and contact with the offenders to ensure that reinforcement of rehabilitation continues.

Appendix 2.3 provides an example of the Job Description for the PSC Manager, who serves in a Site Coordinator capacity.

Appendix 2.4 provides examples of tools used during the PSN Site Coordinator selection process by the Durham Police Department.

City of Salisbury

COMMUNITY RESOURCE SPECIALIST

GENERAL PURPOSE

Under general supervision, performs responsible work in securing community resources for former violent crime offenders, making referrals for clients, tracking secured referrals, and maintaining outcome data.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Coordinates with service providers to solicit support and commitment to facilitate referrals.
- Identifies client needs.
- Refers clients to appropriate agencies for needed services.
- Assists probation and parole officers on client needs.
- Confers regularly with clients, probation and police officers, and families to follow up on referrals and track progress.
- Maintains an accurate database of referrals and secured referrals.
- Documents long-term outcomes.
- Operates standard office equipment.
- Serves as support personnel to the Project SAFE Neighborhood Task Force.
- Performs other tasks and duties as assigned.

KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of:

- Social, economic, and environmental conditions of the clients.
- Availability of a wide variety of community services and agencies.
- Specific aid of available community resources.
- General police methods and practices.
- Business English, composition, spelling, grammar, punctuation, and letter formats.
- Software for word processing, spreadsheets, and graphics.

Skills:

- Good interpersonal skills.
- Proficiency in Microsoft Office software, including Word, Excel, and PowerPoint.
- Clerical skills necessary to generate required documentation, correspondence, and reports.
- Good presentation skills.
- Good planning and organizational skills.
- Bi-lingual communication with emphasis in Spanish.

Ability to:

- Establish and maintain effective working relationships with social service providers, community organizations, law enforcement personnel, and clients.
- Enlist the aid of available community resources.
- Plan, organize, problem solve, make decisions, and prioritize tasks to meet deadlines with limited supervision.
- Work with diverse people and interest groups.
- Plan, organize, and present information to groups and individuals.
- Communicate effectively both orally and in writing.
- Operate standard office equipment such as a personal computer and calculator.

Appendix 2.1: Resource Coordinator Job Description

Source: Salisbury Police Department

- Physically perform the essential functions of the job.
- Exercise “tough love.”
- Work on a one-an-one basis with violent offenders.
- Work flexible hours.

EDUCATION AND EXPERIENCE

Any combination of education and experience equivalent to a four-year degree in a human services field and three years of experience in a community, public, and/or government program that provides the applicant with the knowledge, skills, and abilities required to perform the job.

RESOURCE NEED INFORMATION – ADULTS
PROBATION & PAROLE/HIGH POINT COMMUNITY AGAINST VIOLENCE

Date of Notification: _____

Name: _____ Nickname: _____

DOB: ____/____/____ Age: _____ Race: _____

Probation: Intensive: _____ Regular: _____

Current Address: _____ City: _____ Zip: _____

Primary Phone #: _____ Secondary #: _____

Probation Officer: _____ Contact #: _____

On Probation For: _____

I. Please rank any of the following needs on a scale of 1-10, with 1 being the most important:

- _____ Education _____ Housing _____ Parenting Classes
 _____ Job Training _____ Alcohol/Drug Treatment
 _____ Employment _____ Mentor/Role Model _____ Budgeting/Finance Class
 _____ Anger Management/Conflict Resolution Class _____ Counseling
 _____ Family Assistance: Please Specify: _____

*****Assistance is provided for clients and family member, including spouses, children of client, persons residing with client legally, and parents and sibling of client who legally reside together.

II. Employment History: Please indicate what types of jobs YOU HAVE HELD:

Type of Job	Company/Business Name	Dates Month/Yr.

Appendix 2.2: Sample Community Resource Needs Sheet and Confidentiality Disclosure
Source: High Point Community Against Violence

Highest grade completed: _____ Where? _____

Have you ever had a job interview? _____ Yes / _____ No

Do you have a valid North Carolina Driver's License? _____ Yes / _____ No

Do you have a valid North Carolina Identification Card? _____ Yes / _____ No

What job skills do you have? _____

What type of job would you prefer? _____

III. Family

Father: _____ Address: _____

Mother: _____ Address: _____

Siblings:

Name	*B / S	Age	Address	Notes

**** B for Brother or S for Sister

With whom do you live? _____

Who is the person you respect the most? _____ Relationship: _____

Children Information:

Child's Name	Age	Address

Signing this document gives permission for the probationer/client to release ALL information on this form to the High Point Community Against Violence, High Point Police Department, and North Carolina Probation Officer.

Signature: _____ Date: _____

Witness: _____ Title: _____ Date: _____

**COMMUNITY RESOURCE NEEDS
AUTHORIZATION FOR THE RELEASE OF CONFIDENTIAL INFORMATION**

Name _____ Age _____ Race _____

Current Address _____

Phone Number _____ D.O.B. _____ Sex Male Female

Employed Yes No

Probation Intensive Yes No Probation Officer
Regular Yes No PO's Phone Number _____

Please check the following needs you would like to address:

____ Education ____ Job Training ____ Employment ____ Transportation

____ Housing ____ Mentoring ____ Alcohol/Drug Treatment

____ Help for Family (day care, parenting, counseling)

Employment History

Please indicate what kinds of jobs you have held:

From _____ To _____ temp part time full time

From _____ To _____ temp part time full time

From _____ To _____ temp part time full time

Highest grade completed _____ G.E.D. Yes No

Do you have a valid North Carolina Driver's License? Yes No DL# _____

Authorization for the release of confidential information

I _____ give the Resource Coordinator/Case Researcher for the High Point Violent Crimes Task Force VCTF permission to release information referencing job placement, housing, education, job training, transportation, alcohol/drug treatment, mentoring, and help for my family. This information may include my arrest history, Department of Corrections documentation, previous job history, and my phone number. I understand that I have the right to revoke this authorization at any time and must do so in writing and present the written revocation to the Resource Coordinator/Case researcher. I understand that the revocation does not apply to information that has already been released in response to this authorization.

Signature of Client _____ Date _____

Project Manager/Law Enforcement Liaison For Project SAFE Cabarrus

GENERAL STATEMENT OF DUTIES

The Program Manager/Law Enforcement Liaison is responsible for performing professional and administrative work involving Project SAFE Cabarrus, which is the Project Safe Neighborhoods (PSN) initiative within Cabarrus County and the corporate limits of the City of Kannapolis. The position includes coordination of community-wide resources, committees, and agencies towards a safer and non-violent community.

DISTINGUISHING FEATURES OF THE CLASS

This position requires the administrative and professional skills necessary to serve in a capacity that represents and provides direct assistance to both the community and law enforcement agencies. The individual selected to fill this position must have strong administrative and interpersonal skills, as well as the ability to exercise independent judgment and discretion. Because of the intensive use of automation, the employee must be skilled in the use of computer equipment and standard business software. Effective keyboard and telephone communication skills are an absolute necessity. This position is responsible for the preparation, evaluation, and processing of reports and documentation relating to the Project SAFE Cabarrus initiative. It requires the ability to interact with the public in a cordial, professional, and assertive manner to identify relevant concerns and issues and direct individuals to appropriate agencies or resources. This position is assigned responsibility for special tasks or projects. This employee works under the direct supervision of the Cabarrus County Sheriff, Concord Chief of Police, and Kannapolis Chief of Police. Work is reviewed through direct observation and through appraisal of written and oral reports concerning activities and assignments.

ESSENTIAL JOB FUNCTIONS

- Assists in the development and management of the project budget. Establishes funding priorities based on identified project needs utilizing law enforcement and community input. Monitors all Project SAFE Cabarrus-related grants, project activities, and expenditures for compliance with grant requirements and city policies.
- Develops and administers project plans, schedules activities, and monitors progress. Ensures program objectives are accomplished.
- Reviews, prepares, and presents reports on research findings, project activities, and crime statistics, including required quarterly and semi-annual reports on grant-related activities.
- Works with law enforcement partners to establish priorities for gun crime research and data analysis.
- Works with agency personnel to identify trends in gun violence and gang activity in Cabarrus County and the City of Kannapolis.
- Works with community partners to coordinate service providers to solicit support and commitment to facilitate referrals.
- Develops and implements strategies and programs as needed to address community needs, law enforcement activities, and service and resource gaps targeting violent offenders, at-risk youth, adults, and gang members.
- Develops and implements a team resource coordination approach with the Division of Community Corrections to provide referrals and follow-through to offenders in the PSN Notification process.
- Tracks the short- and long-term effectiveness of referrals by maintaining a detailed database on all referrals and outcomes.
- Establishes procedures for communication, reporting, and contact tracking with law enforcement units, school personnel, the Division of Juvenile Justice, Community Corrections, and community members to identify at-risk individuals and target them for outreach.

Appendix 2.3: Site Coordinator Job Description
Source: Project Safe Cabarrus

- Coordinates activities of the Project SAFE Cabarrus Executive Committee, collaborative task forces, community groups, and other agencies to meet project requirements, ensure effective cooperation among partnering entities in an efficient manner, and reduce duplication of effort. Schedules, organizes, and facilitates Project SAFE Cabarrus Task Force meetings.
- Coordinates with the Project SAFE Cabarrus Executive Committee to schedule and conduct PSN Notification sessions.
- Provides Project SAFE Cabarrus information to law enforcement agencies, the community, and media personnel. Plans and executes public relations activities. Prepares and conducts public presentations.
- Advises and makes recommendations to law enforcement personnel on policy/procedure changes to target violent offenders and reduce gun and gang-related violence through intervention and prevention measures. Attends community and committee meetings to offer recommendations to citizen groups, task force members, partner agencies, and department administrators. Provides advice and technical assistance as needed.
- Serves as liaison to other U.S. District Court for the Middle District of North Carolina (Middle District) PSN programs. Participates in Middle District partnership activities. Assists with coordination and facilitation of Project SAFE Cabarrus training as needed in Cabarrus County and Middle District activities. Represent Cabarrus County, the City of Kannapolis, and the participating law enforcement agencies at PSN activities.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment of the position.

JOB-RELATED PHYSICAL ACTIVITY REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with qualifying disabilities to perform the essential functions.

Physical activity related to this position may include sitting, reaching, standing, climbing stairs, stooping, feeling, pushing, pulling, kneeling, walking, fingering, grasping, talking, hearing, and repetitive motions. The employee must occasionally lift and/or move up to 25 pounds. Sufficient visual acuity is required to prepare and analyze data and figures, operate a computer terminal, and do extensive reading. An employee in this position will not be substantially exposed to adverse environmental conditions.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES

Sound working knowledge of personal computers and electronic data processing, including MS Windows and MS Office Professional; working knowledge of contemporary office practices and procedures; knowledge of accounting principles and practices; ability to communicate effectively both verbally and in writing; ability to deal with the public courteously and professionally under stressful conditions; ability to exercise independent judgment; and ability to maintain confidentiality of sensitive information. Must have a valid North Carolina Driver's License and access to personal transportation.

ACCEPTABLE EXPERIENCE AND TRAINING

Any combination of experience and training that provides the required knowledge, skills, and abilities.

ADDITIONAL REQUIREMENT

Note: Successful applicants must be able to perform ALL of the above functions, unassisted and at a pace and level of performance consistent with the actual job requirements. Successful applicants must pass a criminal background check and drug screen.

Project Coordinator Interview Questions

1. What do you know about focused deterrence and efforts to reduce gun violence? (Work Perspective, Flexibility)
2. Tell us about yourself. (Oral Communications)
3. Can you tell us about your current or previous community activities in this area? (Work Perspective)
4. How does your previous experience and training relate to this position? (Oral Communication, Work Perspective)
5. What first step would you take to develop a cohesive team for our site? (Interpersonal Sensitivity, Work Perspective)
6. Tell us about your experience developing and conducting presentations to diverse audiences.(Interpersonal Sensitivity)
7. Describe your approach to presenting to a reluctant audience and give an example of how you would motivate individuals who may not see the benefits of focused deterrence. (Interpersonal Sensitivity, Flexibility)
8. Give us an example of a conflict you had with a supervisor or a co-worker and how you resolved the situation. (Flexibility, Assertiveness Skills)
9. How familiar are you with the city's criminal justice agencies and the resources available to offenders involved in the criminal just system? (Work Perspective)
10. What is your understanding of grant opportunities and how can that be combined with this position? (Work Perspective)
11. What strengths of yours do you feel would be an asset to this agency? (Oral Communications, Flexibility)
12. What are the areas of this position that you feel would be a challenge? (Flexibility, Work Perspective))
13. If selected for this position, when would you be able to begin work? (Assertiveness Skills, Flexibility)
14. This position will require flexible hours to include evening and weekend work. Will that present a problem for you? (Assertiveness Skills, Flexibility)
15. Do you have any questions for us?

ORAL INTERVIEW RATING FORM

Candidate: _____

Date: _____

Time: _____

Interviewer: _____

DIMENSIONS	BEHAVIORS OBSERVED	RATING	
ORAL COMMUNICATIONS		MARGINALLY COMPETENT 0-----2-----4-----6-----8-----10	HIGHLY COMPETENT 0-----2-----4-----6-----8-----10
WORK PERSPECTIVE		MARGINALLY COMPETENT 0-----2-----4-----6-----8-----10	HIGHLY COMPETENT 0-----2-----4-----6-----8-----10
INTERPERSONAL SENSITIVITY		MARGINALLY COMPETENT 0-----2-----4-----6-----8-----10	HIGHLY COMPETENT 0-----2-----4-----6-----8-----10
ASSERTIVENESS SKILLS		MARGINALLY COMPETENT 0-----2-----4-----6-----8-----10	HIGHLY COMPETENT 0-----2-----4-----6-----8-----10
FLEXIBILITY		MARGINALLY COMPETENT 0-----2-----4-----6-----8-----10	HIGHLY COMPETENT 0-----2-----4-----6-----8-----10

COMMENTS: _____

TOTAL SCORE: _____

Project Coordinator Written Exercise

As the Project Coordinator, you will have to communicate with the public in reference to events that occur within the city. For the purpose of this exercise, assume you are the Project Coordinator.

Scenario

A homicide has occurred overnight in the parking lot of Northeast Christian Church in Northeast Central Durham. The victim, a black male age 15, had been shot several times in the upper torso. No witnesses have come forward. Sergeant Jones, who is in charge of the homicide investigation, believes it to be gang related. There is no connection to the church other than the location. The senior minister of Northeast Christian Church, Reverend Melvin White, is politically influential. He has previously addressed the Mayor and City Manager concerning the crime issues and regularly writes letters to the editor of the newspaper, some of which have been critical of police response to crime in his community. He has not previously been involved with focused deterrence. Write a letter to the minister explaining the nature of focused deterrence and invite him to become involved with the approach.

Applicant Instructions

- Draft a handwritten letter to the minister.
- Place your name on the outside of the envelope and ensure your name is on the letter.
- When finished, place this form and the letter in the envelope and seal it.
- Give all materials (envelope, tablet, and pencils) to the test proctor.
- No discussion with anyone during the exercise.
- You will be given 30 minutes to complete this exercise.

ACKNOWLEDGEMENTS AND CONTRIBUTORS

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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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