North Carolina Safe Communities: Training and Technical Assistance Manual

North Carolina Safe Communities
Reducing Group and Gang Violence

The University of North Carolina at Greensboro, Center for Youth, Family, and Community Partnerships
Training and Technical Assistance Team

May 2011

This project was supported by Grant No. 180-1-10-006-BH-433 awarded to UNCG’s Center for Youth, Family, and Community Partnerships by the North Carolina Department of Crime Control & Public Safety, Governor’s Crime Commission.
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Introduction

The Center for Youth, Family, and Community Partnerships (CYFCP) at The University of North Carolina at Greensboro has partnered with the North Carolina Governor’s Crime Commission (GCC) and The Center for Crime Prevention and Control at John Jay College of Criminal Justice along with local practitioner experts to deliver training and technical assistance for eight sites from the coast to the mountains across the State to reduce violent crime associated with groups and gangs utilizing a focused deterrence model. Funded by the GCC, these jurisdictions or “sites” are county level, incorporating multiple law enforcement and community partnerships within each site, and are positioned to network across sites to share best practices and information so that as each site develops they can benefit from the lessons learned from their peers.

The Center for Youth, Family and Community Partnerships was established in 1996 to help address health and social issues affecting children, youth and families in the community. The Center is funded primarily through a diverse portfolio of federal, state, local and foundation grants and contracts and is located within the Office of Research and Economic Development at the University of North Carolina at Greensboro. Our role within the University is to advance research and outreach for the University, to build social capital, and to enhance community health and well-being. For more than a decade the Center has served as an active and invested research and community engagement partner for sites developing and implementing various focused deterrence crime reduction strategies. As a true action research partner, CYFCP has worked closely with partners from all sectors of the community to craft and implement strategies to reduce violent crime and work toward the Center’s mission of bridging research, policy, and practice to advance the health and well-being of children, youth, and families.

The CYFCP training and technical assistance team is proud to recognize the accomplishments of all partners who have worked diligently through the years to reduce violent crime and contributed their time, energy, forward thinking, and hard work in the spirit of partnership and community safety. We respectfully acknowledge multiple contributing partners who have allowed for the State of North Carolina to enhance effective and innovative focused deterrence crime reduction strategies. Specifically, we recognize the vision, dedication, and contributions of Robert A.J. Lang, Assistant United States Attorney, Project Safe Neighborhoods, and Anti-Gang Coordinator for the United States’ Attorney’s Office for the Middle District of North Carolina as well as Craig R. Turner, Executive Director of Policy and Planning for the North Carolina Governor’s Crime Commission.

On behalf of the North Carolina Safe Communities Training and Technical Assistance Team

John Weil
Director, North Carolina Safe Communities

Kristen Di Luca
Director, Project Safe Neighborhoods
Training and Technical Assistance Team Members and Contributing Authors:

John Weil, Project Director
Kristen Di Luca, Kelly Graves, Mandy Ireland, Kristin Johnston, Shuntay McCoy, Stacy Sechrist and Terri Shelton.

Suggested Citation:
Manual Overview

The North Carolina Safe Communities (NCSC) Training and Technical Assistance Manual is designed to provide individual NCSC sites with detailed information regarding the implementation steps of a focused deterrence model to reduce gang/group violence. This manual outline is adapted from the model constructed by David Kennedy, from John Jay College of Criminal Justice (the outline of his model can be found in the Appendices on page 49); to instruct North Carolina Safe Communities sites on how to implement the gang/group model of focused deterrence in their respective communities. The NCSC Training and Technical Assistance Manual includes a detailed logistic model that spells out the order and sequence of the gang/group focused deterrence strategy; a series of checklists and memorandums that detail specific operational steps throughout the process of implementation; and resources to move your site toward the call-in/notification stage of the strategy. This information is offered by The UNCG Training and Technical Assistance team (UCNG T/TA), and the National Network for Safe Communities at John Jay College of Criminal Justice’s Center for Crime Prevention and Control.

A brief outline and description of the memorandums included in this manual are as follows:

I. Memorandum #1: Group Audit and Incident Review Prep Memo
   ➢ Relevant to NCSC sites approximately 2 weeks before the Group Audit/Incident review site visit.
   ➢ The purpose of this memo is to help sites prepare for the Group Audit and Incident Review site visit. It details the objective of the initial site visit and the logistical steps that must be in place before the T/TA team can conduct the first site visit.

II. Memorandum #2: Next Steps Prior to the Second Site Visit
   ➢ Relevant to NCSC sites immediately following the Group Audit/Incident review site visit.
   ➢ The purpose of this memo is to guide NCSC sites in the implementation steps they should engage in after the Group Audit/Incident Review site visit. It details what your site should do both before and after they receive the Group Audit/Incident Review summary from the T/TA team.

III. Memorandum #3: Group Enforcement Actions: Purpose and Talking Points for NCSC Sites
    ➢ Relevant to NCSC sites immediately following the Group Audit Incident Review Summary Report debriefing.
    ➢ The purpose of this memorandum is to help NCSC sites understand the role and purpose of demonstration crackdown actions, as well as how to talk about these actions within the actual call-in/notification meeting with offenders.

IV. Memorandum #4: Community Mobilization and Call-in Prep Site Visit Memo
    ➢ Relevant to NCSC sites approximately 2 weeks before the Community Mobilization and Call-in site visit.
    ➢ The purpose of this memo is to prepare sites for the Community Mobilization and Call-in Prep site visit from the T/TA team. It describes the objective of the second site visit, the format of the site visit, and logistical steps that should take place before the T/TA team arrives.

V. Memorandum #5: Strategy Specific Steps for Implementing the Call-in/Notification
    ➢ Relevant to NCSC sites immediately following the Community Mobilization and Call-in Prep Site visit.
The purpose of this memo is to prepare sites for the Call-in/Notification session of the gang/group model of focused deterrence. It specifies the strategy-specific steps for preparing for the call-in such as: selecting appropriate speakers, streamlining resources, identifying notified offenders, educating offenders about the trigger incident, and illustrating the crackdown group.

**VI. Memorandum #6: Logistical Steps for Implementing the Call-in/Notification**

- Relevant to NCSC sites approximately 4 weeks before the call-in/notification.

- The purpose of this memo is to finalize the logistical steps in preparation of the Call-in/Notification session of the gang/group model of focused deterrence. It specifies the logistical steps for preparing for the call-in/notification such as: securing an appropriate location, operationalizing security, preparing resource documentation, and setting the stage for the call-in/notation.

**VII. Memorandum #7: Sustainability Strategies**

- Relevant to NCSC sites immediately following their initial call-in/notification session.

- The purpose of this memo is to advise sites on how to sustain the gang/group model of focused deterrence and how to continually utilize crime data to determine the most appropriate focused deterrence strategy for their individual sites moving forward.
Overview of Focused Deterrence Models

North Carolina Safe Communities focuses on implementing the gang/group model of focused deterrence, one of several existing focused deterrence models (see diagram below). Although there are several ways in which focused deterrence has been utilized, three primary iterations have been implemented to date, including individual chronic offender strategies (i.e. Project Safe Neighborhood Strategies), drug market initiatives (i.e. High Point Drug Market Initiative), and gang/group models (e.g. North Carolina Safe Communities). Each of these iterations center on the same core elements of collaboration between law enforcement at the local, state, and federal levels; community resource providers; and community moral voices. However, the implementation of each model has some distinct guidelines and unique logistical steps. **The implementation procedures outlined in this manual are specific to the gang/group model of focused deterrence** as created by David Kennedy from the Center for Crime Control and Prevention at John Jay College of Criminal Justice and implemented by the UNCG Training and Technical Assistance team (T/TA) for the North Carolina Safe Communities initiative.

According to the National Network for Safe Communities, the typical impact of the gang/group focused deterrence model, originally called Ceasefire, is a 35-50% reduction in homicides and a significant but sometimes lesser reduction in non-fatal shootings citywide. Often larger reductions are achieved in a specific, highly victimized demographic. An evaluation of Boston, for example, the site of the original Ceasefire implementation, showed a 50% drop in homicides citywide and a two-thirds reduction in homicide among men aged 24 and younger\(^1\). Cities including Indianapolis, Indiana, Chicago, Illinois, Lowell, Massachusetts and Stockton, California, amongst others, have experienced similar reductions as measured by formal, quasi-experimental evaluations. Go to [www.nnscommunities.org](http://www.nnscommunities.org) and click on —“Research” to read the formal evaluations conducted of the Ceasefire strategy to date. These violence reduction figures mirror numerous accounts from other sites that have not yet been formally evaluated.

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North Carolina Safe Communities Initiative Logic Model

**SITUATION**
A relatively small number of offenders are responsible for the majority of violent crime. These offenders often run in groups who commit the majority of violent crimes together.

**PRIORITIES**
To reduce group-related violent crime in sites across the state of North Carolina by implementing a gang/group-related focused deterrence strategy.

**INPUTS**
- Site-level crime data
- Resources (Funding, time, travel)
- Site Coordination
- Resource Coordination
- Training and Technical Assistance Team (UNCG, John Jay College, NC Governor’s Crime Commission)

**Three Partners:**
1. Local law enforcement and leaderships
2. Community resource providers
3. Community moral voices

**Collaborations:**
- District Attorney
- US Attorney
- Probation and Parole

**OUTPUTS ACTIVITIES**
- Site Readiness Survey
- Group Audit & Incident Review Site Visit
- Group Audit & Incident Review Report Debrief
- Identification of Crackdown Group
- Identification of all members of all groups
- Organization of Community Resource Providers and Community Voices
- Community Mobilization and Call-In Preparation Site Visit
- Group Enforcement Action
- Call-In
- Targeted Follow-Up
  - Law Enforcement
  - Resource Delivery
- Continual tracking of:
  - Monthly crime data
  - Resource requests and engagement
- Peer-to-peer training between sites

**OUTCOMES – IMPACT**
**SHORT/MEDIUM**
- Successful group enforcement action
- Increase in resource requests and engagement by identified group members

**LONG**
- Reduction in group-related violent crime
- Law enforcement agencies institutionalizing the data-driven focused deterrence approach to crime reduction by analyzing crime trends over time to determine who and/or what is driving crime.
- Mutual respect, trust and cooperation between law enforcement and community members
- Positive social behavior change for individuals at risk for re-offending

**POLICY**
- Reduce the cost of violent crime on society (incarceration, public service systems, health care costs, & justice system costs)
- Improve employment rates
- Improve the efficiency of policing practices

**ASUMPTIONS**
**EXTERNAL FACTORS**
EVALUATION: TRAINING - DATA COLLECTION - ANALYZE & INTERPRET - REPORT & DISSEMINATE
NCSC Tentative Sequence and Timeline

The following timeline is a tentative sequence of events for NCSC sites. The progression through this timeline will depend on the capacity of individual sites to implement the necessary steps for each stage of the model.

| Site Readiness Survey | Survey Debrief Teleconference w/ T/TA team | T/TA Prep Call for Site visit #1 | Group Audit/Incident Review Site Visit | Group Audit/Incident Review Summary Report Debrief | T/TA Prep Call for Site visit #2 | Community Mobilization and Call-in Prep Site visit² | T/TA Prep Call for notification | Call-in | Sustainability |

² This two-day site visit may be divided into two individual site visits that happen over a period of time if sites the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
Memorandum #1

Preparation for the Initial Site Visit for the Group Audit/Incident Review

This memo is relevant when you are at this stage

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3 This two-day site visit may be divided into two individual site visits that happen over a period of time if the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
To: North Carolina Safe Communities Sites  
From: Training and Technical Assistance Team (T/TA) at The Center for Youth, Family, and Community Partnerships, University of North Carolina at Greensboro  
Re: Preparation for the Initial Site Visit for the Group Audit/Incident Review

The purpose of this memorandum is to assist your site in understanding the necessary preparation steps for the initial 2-day site visit. The initial site visit is an essential step of the gang/group focused deterrence model. Although there are some similarities, the gang/group model has preparation and implementation differences from other focused deterrence strategies such as Drug Market Initiatives (DMI) that sites may already be familiar with. As a result, this memo provides detailed information regarding the general purpose of the initial site visit, logistical steps necessary for preparing for the site visit, specific content covered during the initial site visit, and future steps for continued implementation of the gang/group model of the focused deterrence strategy. A checklist and detailed information about each step are provided below.

**Group Audit and Incident Review Site Coordinator Checklist**

*Logistical steps for the initial site visit:*

- Confirm Dates: 2 consecutive days (typically from 9am-3pm, but confirm with T/TA team)  
- Confirm with T/TA Team the incidents to prepare for the PowerPoint Presentation  
- Confirm location equipped with projector and laptop  
- Prepare the PowerPoint Presentation  
- Gather essential supplies:  
  - Large map of the city/county  
  - Markers/Ink pens for marking the map  
  - Flip chart and markers  
- Send invitations to all attendees; including directions to site visit location  
  - Including front line officers knowledgeable about the street-level violent crime dynamic  
  - Probation and parole  
  - High level command staff to support the efforts of the entire site visit  
- Arrange breakfast and lunch for all guests each day  
- Send a reminder memo closer to the site visit dates  
- Prepare Chief/Sheriff to set the tone at the beginning of the first day with a brief speech  
- Retain high level command staff throughout the site visit  
- Provide copies of the incident reports for each incident reviewed
Detailed Information for Implementation of the Group Audit and Incident Review

I. Overview of the initial site visit: The purpose of it all

The primary goal of the initial 2-day site visit is to facilitate discussion and information sharing regarding existing groups and crime incidents within your site. From the information gathered, the T/TA Team will develop a summary report that will be shared with your Chief(s) and your Site Coordinator. The data used for the report will be obtained from the collective accounts of front line law enforcement officers who are most closely connected with the gangs/groups related incidents.

There are several steps that must be taken before and after the initial 2-day site visit before the notification (or “call-in”) stage of the gang/group focused deterrence model. The speed at which individual sites fully implement this model will be primarily based on individual site dynamics and timelines. The T/TA Team is committed to working closely with individual sites to progress through the steps necessary for fully implementing the gang/group focused deterrence model.

II. Logistical steps: What should be done prior to the initial site visit

The initial site visit will take place over a 2-day period. The specific logistical steps that the Site Coordinator should complete prior to the site visit are outlined here, but also summarized in the attached Checklist.

Individual sites should begin their process by suggesting several potential dates that they are available to meet with the T/TA Team for two consecutive dates. An integral part of the initial 2-day site visit is to convey support and dedication to the implementation of the gang/group focused deterrence model. Typically, the Chief of Police and the Sheriff should be prepared to set the tone of the site visit with a 10-15 minute speech articulating the individual site’s commitment to this gang/group focused deterrence model. Depending on the number of jurisdictions within the site, other chiefs of police should plan to attend the initial “kick-off”. Specific attendees should include front-line officers that are knowledgeable about the on-the-street violent crime dynamic; probation and parole; and high level command staff to support the efforts of the entire site visit. Other than law enforcement representatives, no other partners (i.e., community partners or resource providers) should be involved in this first site visit since sensitive case information will be shared. Consistent with the layout of the statewide NCSC plan, law enforcement representatives from your peer site will be invited to attend as outlined in the memorandum of understanding (MOU) that has been completed by each site. If there are any concerns with this, please inform the T/TA team.

The potential dates selected should permit the site’s law enforcement personnel to meet with the T/TA Team from approximately 9:00am to 3:00pm (please confirm times with the T/TA team). The location for the site visit should comfortably seat all invited law enforcement officers and T/TA Team, and should be equipped with a projector and laptop for PowerPoint presentations. In addition, sites should provide: (1) a large map of their city/county; (2) markers for marking on the map; and (3) a flip chart. In addition, GCC has confirmed that sites should have funds in their budget to provide a light breakfast and lunch for all guests attending the 2-day site visit, and if not, GCC has indicated that sites should work with their grants manager on a budget adjustment. This allows the group to have a working lunch and makes good use of time during the site visit.

Invitations to all attendees should be distributed by individual sites via memos prior to the agreed upon dates of the site visit. These invitations should include directions to the location of the site visit. Reminders should be distributed near the actual dates of the site visit.
In preparation for the site visit, each individual site should prepare a PowerPoint presentation that includes specific details about their violent crime dynamics using the PowerPoint template provided by the T/TA Team. Typically, the PowerPoint will review the last 3 years of homicides committed as well as the last 18 months of aggravated assaults with a firearm (i.e., non-fatal shootings). Depending upon the dynamics within your site, we may also examine armed robberies. **Please note that if there are any juveniles involved, do not include their full names in the PowerPoint.** In addition, sites should provide a copy of the incident report for each incident reviewed and give to the T/TA Team during the site visit (please mark out any juvenile names).

### III. Site visit content: What the 2-day site visit will address

The first day of the site visit focuses on the identification of active violent groups within your site, otherwise known as the “group audit”. During the group audit, individual sites will be guided through mapping out the locations where group activity actually occurs, identifying groups that are allies or enemies, and the territory they have claimed as their turf.

The second day of the site visit focuses on the review of each individual incident within the PowerPoint presentation, otherwise known as the “incident review”. This review allows for detailed analysis of each incident where all available law enforcement participants contribute additional details about the incidents and involved persons being reviewed.

### IV. Where will we go from here: Next steps in the gang/group focused deterrence model

Within one month after the first site visit, your site coordinator and Chief/Sheriff will receive your Group Audit/Incident Review Summary Report from the T/TA Team. The T/TA Team will ask that your site review the report and a debriefing teleconference will be scheduled (typically a 1-hour call). During this debriefing, the T/TA Team will review the highlights of the report, address any questions, and work in partnership with you on strategic next steps based on the crime patterns identified.
Memorandum #2

Next steps of implementation following the Group Audit/Incident Review site visit

The next memo is relevant when you are at this stage

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4 This two-day site visit may be divided into two individual site visits that happen over a period of time if sites the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
To: North Carolina Safe Communities Sites
From: Training and Technical Assistance Team (T/TA) at The Center for Youth, Family, and Community Partnerships, University of North Carolina at Greensboro
Re: Next steps of implementation following the Group Audit/Incident Review site visit

This memorandum will assist your site in implementing the necessary next steps of the gang/group focused deterrence model following your recent group audit/incident review site visit. A checklist and detailed information about each step are provided below.

**Next Steps of Implementation Coordinator Checklist**

*Implementation steps immediately following the Group Audit/Incident Review Site Visit:*

- Identify and list all known group members of each group identified during the Group Audit/Incident review and submit it to T/TA team (the T/TA team will provide you with the initial list of groups and key players that you identified during the Group Audit/Incident Review Site visit)
- Continue to build and strengthen community relationships
  - Identify several potential community moral voices- people who are known to be authentic within the community. Some suggestions might include:
    - Reformed ex-gang members
    - Community leaders who are well respected
    - Mothers of victims affected by violent crimes
  - Identify community resource providers who can assist in providing/locating:
    - Job readiness training
    - Job placement services
    - Vocational and educational assistance such as GED resources
    - Substance abuse services
    - Mental health services
    - Housing resources
    - Other non-traditional services that may be available in your site (i.e. tattoo removal, transportation, etc.)
- Continue to build and strengthen law enforcement collaboration at the local, state, and federal levels. Ensure the collaboration includes:
  - Front line officers knowledgeable about the street-level violent crime dynamic
  - CID representatives
  - Probation and parole
  - High level local command staff including the Police Chief(s), DA
  - State level law enforcement, i.e. the USAO, SBI
  - Federal level law enforcement representatives, i.e. FBI, DEA, and ATF
Implementation steps immediately following debriefing of the Group Audit/Incident Review Summary Report:

- Coordinate efforts to formally educate the community members on the focused deterrence gang/group model
  - Work with T/TA team to:
    - Attend webinars
    - Provide memos to community members/resource providers
    - Distribute PowerPoint presentations
- Continue collecting intelligence on the identified demonstration crackdown group
- Continue to maintain an understanding of emerging group dynamics contributing to violence and the associated groups, members, and motives.
Detailed Information for Next Steps of Implementation of the Focused Deterrence Model after the Group Audit/Incident Review

I. Immediate next steps: What sites should do after the Group Audit/Incident Review site visit

Upon completion of the Group Audit/Incident Review site visit, there are a number of steps that your site needs to work through.

*Identify and submit a list of all known group members to the T/TA team:* Shortly after the Group Audit/Incident Review site visit, the T/TA team will provide your site with an Excel file listing all groups and key players you identified during the Group Audit site visit. Your site should review this file and identify and list all additional known individuals affiliated with the groups identified in the file. The T/TA team will work with you to determine a reasonable target date for completion of this step that works for your site. Please remember that this identification process extends beyond the work begun during the Group Audit where key players were identified. Now we are looking to identify all possible members of each group.

*Strengthen and build community relationships:* One of the essential and ongoing responsibilities is for your sites to continually strengthen and build community relationships. Community relationships are the mechanisms through which community resource providers and the community moral voices are engaged in the strategy. These stakeholders in collaboration with law enforcement at the local, state, and federal levels are essential to the effectiveness of the overall strategy. During the building of community relationships, it is important to identify community members who can fulfill the distinct speaking and service roles of community resource providers and community moral voice representatives during the call-in.

*Community resource providers* serve the purpose of offering assistance to offenders who will make the choice to turn their life around by discontinuing violence. The clear message is that violent crimes will no longer be tolerated. If offenders engage in the trigger incidents identified in the strategy, law enforcement will enact every available resource to enforce the most severe consequences to those who commit and are associated with individuals who commit violent crimes. As a result, community resource providers support those who adhere to the focused deterrence messages by making life changes. The NCSC resource and/or site coordinator is responsible for streamlining available community resources for offenders to readily access. The service delivery structure for the offenders must operate in a rapid manner. While the resources offered to the offenders and associated group members may not be different than resources offered to the community at large, the delivery method must be prompt. It is crucial to be clear about what services are available, and NOT overpromise services, such as employment. It is also important to be consistent to deliver the message that even if jobs and other services cannot be accessed, the violence is still unacceptable and acts of violence will be met with a swift and certain response from the criminal justice system.

Important collaborative relationships with community resource providers may include (but are not limited to): job placement services, housing, vocational and educational assistance such as GED resources and job readiness training, substance abuse services or mental health services, and other community resources. Where service delivery structures may already be in place in your site through related initiatives, such as Project Safe Neighborhoods, it is best to tap into and leverage those existing partnerships when possible.

*Community moral voice representatives* are individuals selected to offer a stern, but compassionate, message during the call-in. During notification they communicate to offenders that they are an important part of the
community who are loved and cared for, emphasize the intolerance of the violent behaviors that offenders have engaged in, and illustrate the negative impact that violent crime has had on individuals and the collective community. The message delivered by Community moral voice messages must be delivered by a person who is known in the community as authentic; often these individuals are people who have been directly impacted by violent crime. Examples include a reformed ex-gang member, a community leader who is well respected, and a mother of a victim killed by offenders who commit violent crimes. Individuals speaking to offenders during the call-in from these different perspectives deliver a powerful message that leads offenders to re-evaluate the consequences of their behavior.

**Educate your community about focused deterrence:** As your site continues to informally strengthen and build community relationships, you should also prepare to formally engage the community by educating them on the focused deterrence model. Formally educating the community will require sites to inform the community about the overall gang/group model of focused deterrence and its primary goal of reducing violence. Your site should prepare a PowerPoint presentation of your local strategy that includes key implementation components, necessary stakeholders and their roles, and details of the call-in process. The T/TA team will assist you in constructing these materials through webinars, providing memos and distributing example PowerPoint presentations. Both informal and formal collaboration efforts with community resources and community moral voices are essential to providing the community with a thorough understanding of the strategy and gaining their support for the complete implementation of the model.

As you inform the community about the model, community tensions may occur. However, it is important to communicate that the focus of this model is specifically on the reduction of violent crime instead of solutions that will reduce all crime. If tensions arise, treat them as an opportunity to allow your site to engage in discussions with the community, clarify the goal of the initiative, and collaborate with community moral voices and resource providers.

II. **T/TA collaboration: What you can expect from the UNCG Training and Technical Assistance Team**

Within approximately one month of the initial Group Audit/Incident Review site visit, the T/TA team will deliver a report to your site summarizing the data obtained from their first site visit. The T/TA team will schedule a conference call (or in-person visit depending on the distance) with your site to debrief the report findings, assist in identifying a trigger incident, and discuss implementing the necessary steps for the model. In addition to the debriefing communication, potential teleconferences may be scheduled with the T/TA team and practitioner partners to aid your site in thinking about how to build trust with the community and engage community partners.

III. **Utilizing the data: Necessary steps after receiving the Group Audit/Incident Review summary report and debriefing**

Following the report delivery and debriefing, next steps are to: (1) identify and gather intelligence on the group identified as the most violent in preparation for the demonstration crackdown; and (2) identify a trigger incident for the model. **Sites should continue to strengthen and build relationships with the community while these steps are being taken.**

**Identification of the most violent group in your area and intelligence gathering:** Your site will identify and collect intelligence on members of the most violent group for the demonstration crackdown. Although this process began during the first T/TA site visit, the work to complete this step is ongoing. Once your site has agreed upon the most violent group, law enforcement should begin to gather information on offenses group members have engaged in. This information gathering process includes the collaboration of local, state, and federal law enforcement personnel to identify all available consequences that can be utilized to deter other identified groups from committing the trigger incident. This step is essential for illustrating to offenders the
impact of law enforcement and the criminal justice system when the focused deterrence strategy is implemented. This illustration is essential for the gang/group focused deterrence model and will be presented to offenders at the call-in. As a result, this step should be carefully examined to ensure that the law enforcement partners have sufficient capacity to enforce the consequences of committing the trigger incident. The group identified for the first demonstration crackdown will not receive the focused deterrence message and are convicted based on their existing offenses and associations. Their convictions communicate the message that a new day has come. Offenders must choose to be prosecuted to the full extent of the law or to turn their lives around by discontinuing violent behaviors. Executing this step is time intensive and should not be expected to be completed until weeks before the actual call-in. However, the importance of carefully implementing this step requires it to begin after the group audit/incident review process.

**Identification of the trigger incident:** The trigger incident is an identified crime the focused deterrence model seeks to eliminate, such as homicides or aggravated assaults with a firearm. Trigger incidents are very specific. When the trigger incident is committed by offenders, law enforcement will set in motion the focused deterrence model to reduce the number of offenses that are being committed. It is important to think through the logistics and practicality of the ability of law enforcement to follow through with their coordinated response to the trigger incident. Do not select a trigger incident that cannot be responded to in a practical way as promised in the notification.

**IV. Continued implementation: How sites should prepare for the second site visit**

When the outlined steps have been taken, the T/TA team will prepare to make a second site visit to your site that will focus on community mobilization and call-in preparation. Your site should be prepared to invite local, state, and federal law enforcement personnel; community resource providers; and identified potential community voice representatives to the T/TA team site visit. Detailed information will be provided regarding logistical details prior to that visit.
Memorandum #3

Group Enforcement Actions: Purpose and Talking Points for NCSC Sites

The next memo is relevant when you are at this stage.

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5 This two-day site visit may be divided into two individual site visits that happen over a period of time if sites the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
To: North Carolina Safe Communities Sites
From: Training and Technical Assistance Team (T/TA) at The Center for Youth, Family, and Community Partnerships, University of North Carolina at Greensboro & The Center for Crime Prevention and Control, John Jay College of Criminal Justice
Re: Group Enforcement Actions: Purpose and Talking Points for NCSC Sites

The purpose of this memorandum is to help North Carolina Safe Communities sites understand the role and purpose of demonstration, and subsequent, group enforcement actions (“crackdowns”), as well as how to talk about these actions within actual Call-Ins/Notification meetings with offenders.

I. General Overview: Group Enforcement Actions

In the context of the National Network for Safe Communities, a group-based enforcement (“crackdown”) can take many forms. Generally, these actions seek to pull “levers,” or bring legal and informal sanctions to bear, against the members of a group or gang that commits a violent act, such as a shooting or a homicide. To be effective, these group enforcement actions must be carefully adapted to the local context and situation. These enforcement actions share several distinct features:

a. These actions are group based. These enforcement actions pursue serious consequences for the “shooter,” the individual who committed the (prohibited) violent act, AND seek to bring some type of formal legal sanction or informal sanction to as many of that individual’s group associates as possible for any crimes they may be committing. The purpose of this group focus is to hold groups and gangs collectively accountable for the violence, and by doing so, to reduce the group dynamic that drives much urban and suburban violence.

b. These actions use available legal and informal sanctions creatively. To be effective, the group enforcement action simply needs to demonstrate that special attention was paid to the entire group associated with the shooter. This often means that the shooter is arrested and detained while his case is pending, and that his associates face whatever sanctions can be brought against them based on their current behavior and legal vulnerabilities. This may include violating those group members under community supervision or simply vigorously enforcing the conditions of their probation or parole; serving outstanding arrest warrants against other group members; performing drug buys and executing drug arrests. This can also include more creative sanctions such as serving warrants for outstanding child support; checking group and gang members for unregistered cars or performing housing code enforcement where they live. These group enforcement actions should leverage the imagination of the working group to creatively identify and use a combination of sanctions against violent groups.
c. **These actions are performed explicitly in response to “prohibited” violent acts.** In Call-ins/Notification meetings, attending group and gang members are told that there are now a new set of rules that will govern law enforcement actions. Business as usual will continue for most types of crime. For crimes of violence (or whatever behavior you are defining as “prohibited”), usually defined as shooting and homicide, there are a new set of rules. When violence is committed, the individuals responsible and the groups they associate with will receive very special attention from a coalition of local, state and federal law enforcement.

Group enforcement actions should be clearly communicated to offenders, community members, the media and the public as resulting directly from violent acts committed by group and gang members. **It is important to note that when working with the media:**

- A jurisdiction should engage early on with a trusted media partner with whom you have a positive history.
- Provide your media partners with information and support to ensure they have what they need to write an accurate representation of your efforts.
- Ask the media partner to hold on releasing any print pieces or other coverage until after the first Call-In; and request that you be provided draft versions of stories before they are published.
- Prepare your own press releases and/or editorials on major events to ensure that an accurate account is published in the press.

Generally, the first Call-In or Notification in a new jurisdiction should follow an initial group enforcement action. Subsequent Call-Ins should generally follow subsequent enforcement actions to continue to community the partnership’s core messages.

d. **These actions are ideally performed in a coordinated fashion by the local, state and federal law enforcement partnership implementing the gang/group model of focused deterrence.** This partnership approach allows federally-eligible cases to be quickly reviewed and adopted when appropriate; it allows local law enforcement to work more effectively to ensure speedy disposition of group and gang member cases through understandings with local prosecutors; and allows the partnership to exploit legal vulnerabilities in a manner that is more efficient and effective than each agency operating in its own fashion. See section II (below) for a more detailed discussion of different types and levels of enforcement actions.

II. **Group Enforcement Actions “In Practice”**

In practice, group enforcement actions are never perfect. Working groups are not always able to prosecute the shooter for the shooting. They cannot always arrest or detain every group member. What is important is that these actions cross a subjective threshold where group members in your community now understand that the
“rules are different” and that law enforcement is making a credible statement in the call-in when they state that violence (the prohibited behavior) will bring special attention against entire groups. In practice, group enforcement actions generally fall into the following categories:

a. **Quick Enforcement Action:** Your site’s working group should identify a group has “crossed the line” by committing the prohibited behavior and should become the focus of their special attention. The identified group should be the most violent group within your site. This working group puts together a plan to respond to this behavior. Generally, they will assess the current legal exposure of group members, identify and pull any legal levers currently available to them. This generally can be performed in three to six weeks, depending on resource and operational constraints. These actions often include violating those group members under community supervision or vigorously enforcing the conditions of their probation or parole or enhancing those conditions; serving outstanding arrest warrants against group members; review of current cases for state enhancements and/or federal adoption; withdrawal of plea deals from group members; reviewing the sources of bail and bond funds; serving warrants for outstanding child support; checking group and gang members for unregistered cars. These actions often result in arrest, detention and short term jail sentences as well as some shorter state sentences for group members.

b. **Major/Long-Term Enforcement Action:** In this case, there is a federal or joint state-federal long-term drug and RICO conspiracy investigation that results in the wholesale adoption and prosecution of all or most cases in federal court. This type of action generally results in the heaviest sentences, and will generate significant attention from media, the public and offenders, but is rare, resource intensive and very slow.

**Notes for Practitioners:**

- These are general categories of group enforcement actions—many such actions may fall in between these categories, which are not mutually exclusive.
- All such group enforcement actions can proceed and be effective, without necessarily bringing a formal case against the homicide perpetrator for the homicide or for any crime. Often, these actions can focus on impact players within the shooter’s group, and bring available sanctions to bear against these players.
- Group enforcement actions can also involve systematic attention to the social network and hierarchies of groups and gangs to identify impact players and gang leaders. For an award-winning example of this type of investigation performed by the Cincinnati Police Department as part of their implementation of Ceasefire, go to: [http://www.jjay.cuny.edu/nnsc/pdfs/CPD_Excellence_in_Criminal_Investigation_Award_FINAL1.pdf](http://www.jjay.cuny.edu/nnsc/pdfs/CPD_Excellence_in_Criminal_Investigation_Award_FINAL1.pdf).
- It can also be useful in the Call-Ins and through other methods, to communicate enforcement actions that are related to street violence, even if they are not the result of a group enforcement action. For an example of a very effective use of a high profile prosecution in this way in the original Boston project, see Appendix I. In this case, the Cardoza prosecution was used to communicate to groups and gangs in Boston that gang members involved in violence were going to receive very, very special prosecutorial attention. **It is essential, in this circumstance, to emphasize that such actions are taken both**
because the “line in the sand” was crossed (violent behavior) and because the individual was a member of a violent group.

III. Talking About Group Enforcement Actions In Your Call-In/Notification:

By implementing this gang violence reduction strategy to reduce violence in your community, you are changing the way you do things. Law enforcement will operate differently from now on, particularly in response to violence. Offenders and potential offenders need to know this in order the change their behavior accordingly. The purpose of the Call-In/Notification is to communicate the “new rules of the game” to the group and gang members in your community, as well as to provide an opportunity for the community to tell them the violence is wrong, and to offer help for those who will take it.

Call-Ins/Notification meetings should generally be timed to highlight recent crackdown actions; and to state (or repeat) the services/opportunity and community anti-violence messages. Especially in your initial Call-Ins, the explicit purpose of talking about crackdown actions is to establish the credibility of group-focused sanctions. To do this, you should create a chart or visual display of the group that was the focus of your first or most recent crackdown. This should include mug shots or other pictures of each group member; if there was a meaningful hierarchy to the group, you may want to arrange the pictures accordingly. It is often useful to list the actual or potential sentences or sanctions that fell on each group member under their picture.

In practice, this often means listing the sentences that different gang/group members are facing in jail, state or federal prison. For example, John Smith was sentenced for shooting Albert Jones, he is in jail and is facing 20 years in state prison; Joe Smith was arrested and is in lock-up for being in possession of a firearm, because of his record he is now facing 10 years in federal prison; Albert Jones’ probation was violated, he is in jail awaiting a revocation hearing that could return him to state prison for 3 years; Richard Williams’ was arrested on an outstanding arrest warrant, he is in the county jail awaiting sentencing, etc. A key point to communicate is that “these guys would all be walking around right now, if their boy hadn’t shot someone.”

It is also critical in the Call-In/Notification meetings, that Law Enforcement practitioners not “overpromise” what they can deliver. This Call-in is about providing these gang/group members with information so they can make the right decisions, not threatening them. It is unlikely that the working group can put all the members of any given gang in federal prison, and may not even get them all off of the street at one time. The critical work of the Call-In is to establish that the rules are different and attention will now be given to groups as a result of violence. To be effective, that attention must simply be sufficient for group members to actually believe that things have changed.

Finally, resources allowing, it is important that law enforcement communicate that this special attention will be paid to “the worst group” and “the next group.” In other words, whatever group is the most violent at the time of the Call-in, and whichever is the next group that shoots somebody after the call in will both receive this special group enforcement attention.
Talking Points: The crackdown should be discussed during the part of the Call-In when the law enforcement portion of the partnership is talking about “the new rules of the game.” Here are some recommendations for how to talk about enforcement actions in your Call-In/Notification meeting:

- “Today is a new day in (your jurisdiction) and we are here to tell you the rules. From now on, when you or anyone commits (the prohibited acts of violence), we will be paying very special attention to their entire group.

- All of our local, state and federal partners are on board with this. We have things worked out such that violence is going to bring very swift and certain consequences from now on. (If you can, you should state that you have special understandings with local and federal prosecutors that will limit plea bargaining and provide for enhanced federal review and adoption of cases, etc.).

- We know that the violence is driven by the groups and gangs in (your jurisdiction). From now on, we are going to bring law enforcement consequences accordingly.

- We are going to be paying special attention to the most violent group in (your jurisdiction) at any given time. In addition, the next time there is a shooting or a homicide after this meeting, we will come after that group. In both cases, we will go after the shooter for the shooting, but we will get the entire group for something.

- Up on the wall is (the last group that shot someone, or the worst group in your jurisdiction). If you look at this chart, you will see some familiar faces. This was (gang/group name). They committed the last (prohibited act) in (your jurisdiction). The shooter is now (location/sentence/pending charges); his boys are (list the consequences faced by the shooters’ associates). These guys would all be walking around right now, if their boy hadn’t shot someone. This is what we mean. This is how things will be from now on.

- This is not personal, but the violence must stop. We would prefer that you listen to the members of your community who are here today and stop the violence. We would prefer that you take the help being offered by the service providers. But if nothing else, put your guns down.

- Starting as of the end of this meeting, the next person that shoots somebody in (your jurisdiction), this entire law enforcement partnership is coming after him and everyone he runs with. If you want this kind of attention, then let someone you run with shoot somebody—the next time we get together, you and your boys will be up on this wall. Now you know how things are going to work. If you see one of your friends about to involve themselves in violence, tell them to stop.

- Please take this information and use it. Good luck.
Memorandum #4
Preparation for the Community Mobilization and Call-in Preparation site visit

This memo is relevant when you are at this stage.

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6 This two-day site visit may be divided into two individual site visits that happen over a period of time if sites the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
To: North Carolina Safe Communities (NCSC) Sites
From: NCSC Training and Technical Assistance Team (T/TA) at The Center for Youth, Family, and Community Partnerships, The University of North Carolina at Greensboro
Re: Preparation for the for Community Mobilization and Call-in Preparation site visit

This memorandum will assist your site in preparing for the Community Mobilization and Call-in Preparation site visit. It provides detailed information regarding (1) the purpose of the Community Mobilization and Call-in Preparation site visit; (2) logistical steps necessary for preparing for the site visit; and (3) specific content to be covered during the site visit. A checklist and detailed information about each step are provided below.

**Community Mobilization and Call-in Prep Site Coordinator Checklist**

**Logistical steps for the initial site visit:**

- Confirm dates with key partners and T/TA team: Preferably 2 consecutive days (typically from 9am-3pm, but confirm with T/TA team)
- Confirm location equipped with projector and laptop with video capabilities
- Send invitations to all attendees
  - Clarify that law enforcement, with the exception of law enforcement leaders, should only plan to be present for the first half of the first day and the entire second day
  - Clarify that community partners should only plan to be present the second half of the first day and the entire second day
  - Include directions to site visit location
- Invite:
  - Front line officers knowledgeable about the street-level violent crime dynamic
  - Probation and parole
  - High level local command staff to support the efforts of the entire site visit (including the Police Chief(s), DA)
  - State level law enforcement; i.e. the USAO
  - Federal level law enforcement representatives, i.e. FBI, DEA, and ATF
  - All available community resource providers
  - All available potential community moral voice representatives
- Arrange breakfast and lunch for all guests each day where possible
- Send a reminder memo closer to the site visit dates
Detailed Information for Preparation of the Community Mobilization and Call-in Preparation Site Visit

I. Overview & importance of the Community Mobilization and Call-in Preparation site visit

The goal of the Community Mobilization and Call-in Preparation site visit is to assist NCSC sites with continuing to engage law enforcement (local, state, and federal levels), community resource providers, and community moral voice representatives as they prepare to support the call-in, also known as “notification” stage of the gang/group model of the focused deterrence strategy. This site visit will address law enforcement and community members both separately and collectively to discuss their unique and collective roles in implementing the strategy. Most sites will have additional steps to work through prior to the call-in and after the site visit is completed. The T/TA team will continue to work closely with NCSC sites after this visit to assist them with the continued implementation of the gang/group focus deterrence model.

II. Logistical steps: Who to invite and what to do prior to the visit

The Community Mobilization and Call-in Preparation site visit should ideally take place over a 2-day period. The visit is designed to address law enforcement, community resource providers, and community moral voice representatives.

Law enforcement invitees

It is important for each site to invite law enforcement at the local, state, and federal levels to attend the first half of the first day and the entire second day. The following law enforcement representatives should be invited:

- local level law enforcement officers
- police chiefs/ sheriffs
- probation and parole
- DA’s office representatives
- United States Attorney’s Office representatives
- Federal Bureau of Investigation
- Alcohol, Tobacco, and Firearms
- Drug Enforcement Agency
- U.S. Marshal’s Office

Community partner invitees

Community partners should be invited for the second half of the first day and for the entire second day. Invited representatives from the community should include:

- all available community resource agencies who will collaborate to offer community resources to offenders during the call-in
- potential community moral voice representatives, including those who could potentially fulfill a speaking role during notification-- The person(s) who fill a speaking role must be authentic and well-respected in the community, such as:
  - a former gang member who is respected for becoming a positive role model
  - a community leader who is well-respected
a mother of a victim killed by offenders who commit violent crimes

**Location & logistics**
The location for the meeting should be:
- able to accommodate all invited guests for the duration of the visit with relative comfort
- equipped with a projector and laptop for PowerPoint presentations and video capabilities

Sites should have funds in their budget to provide:
- a light breakfast for all guests for the 2-day visit
- lunch for all guests for the 2-day visit

If funds are not available, sites should work with their GCC grants manager on a budget adjustment allowing the group to have a working lunch and make good use of time during the visit

- Invitations to all attendees should be distributed by the site coordinator and reminders should be distributed near the actual dates of the site visit.

**III. Site visit content: What the 2-day site visit will address**

**Day 1: AM (law enforcement attendees)**
The morning of Day 1 will provide local, state and federal law enforcement personnel with:
- an overview of the strategy followed by a question and answer session
- guiding law enforcement in solidifying the key messages of the gang/group focused deterrence call-in message, including:
  - defining a trigger incident
  - talking about group crackdown actions, and
  - identifying who will speak on behalf of law enforcement during the call-in

Law enforcement personnel, with the exception of law enforcement leaders, can plan to dismiss during or after the lunch break.

**Day 1: PM (community partners + law enforcement leaders)**
The second half of the first day is designed to address all community partners, including community resource providers and potential community moral voice representatives. Community partners should plan to arrive at approximately around 12:00pm. The content will include:
- an overview of the gang/group focused deterrence strategy followed by questions and answers
- discussions regarding the target population that community resource providers should prepare to work with
- discussions of how services will be streamlined
- explanation of what the community moral voice representatives are responsible for
- explanation which distinguishes between speaking and supportive roles during the call-in
- a debriefing meeting with the site coordinator(s), resource coordinator, community moral voice representatives, law enforcement leadership and the T/TA team

**Day 2 (law enforcement + community partners)**
The second day of the site visit will focus on full collaboration between law enforcement and community partners and will include:
- working through any remaining questions and answers carrying over from the first day
• a collaborative discussion of the operational components of the strategy, such as how the focused
deterrence message will be delivered to offenders, how the community resources will be structured, and
content of the messages delivered by key stakeholders
• a rehearsal of the actual call-in message presentation
• a debrief meeting with the site coordinator(s) and core NCSC project team

IV. Next steps in the gang/group focused deterrence model before the call-in

During the Community Mobilization and Call-in Preparation site visit, the T/TA team will support discussion
with site partners at the end of each day. After the visit, NCSC sites should continue their process of gathering
intelligence and implementing their “crackdown” strategies for the demonstration group they have selected.
They should also continue the process of collaborating with community partners and informing them about the
specific and intentional purpose of their activities. Sites should not schedule the actual call-in until they reach a
consensus with the T/TA team that necessary steps and processes are in place.
Memorandum #5

Strategy Specific Steps for Implementation of the Call-in/Notification

This memo is relevant when you are at this stage

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7 This two-day site visit may be divided into two individual site visits that happen over a period of time if sites the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
To: North Carolina Safe Communities (NCSC) Sites
From: NCSC Training and Technical Assistance Team (T/TA) at The Center for Youth, Family, and Community Partnerships, The University of North Carolina at Greensboro
Re: Strategy specific preparation for implementing the call-in

This memorandum will assist your site in implementing strategy specific steps to prepare for the call-in. It provides detailed information regarding the necessary strategic steps for implementing the call-in including: (1) selecting appropriate speakers; (2) streamlining resources; (3) identifying individuals to notify; (4) educating offenders about the trigger incident (or prohibited behaviors); and (5) illustrating the crackdown group. A checklist and detailed information about each step are provided below. Please note this document presents general guidelines. Your site should determine what will be most effective for your call-in.

**Checklist for Implementing the Call-in**

*Strategic steps for implementing the Call-in*

- Select Appropriate Speakers for the Call-in
  - Select Law Enforcement Representatives who will speak
    - Police Chief(s) and Sheriff
    - District Attorney
    - Probation and Parole
    - Other Federal, State, and Local Law Enforcement Partners (e.g. USAO, DEA, FBI, etc.)
  
  - Select Community Resource Provider Representative(s) who will speak
    - Community Resource Coordinator specific for this initiative
    - Additional community resource providers (optional)

  - Select Community Moral Voice Representatives who will speak
    - A community leader representative
    - An affected victim of violence
    - A successful ex-offender
    - Other as appropriate

- Streamline Resources for the Call-In
  - Identify available community resources
  - Create a needs assessment for notified offenders
  - Identify the resource coordinator (person dedicated to resource referral, follow-through, and tracking) for the streamlined resources
  - Create a hard copy of a pamphlet or alternate representation of contact information for the resource contact person (may include a summary of available resources)
  - Develop a protocol for screening/re-directing group-involved individuals who will access streamlined resources
  - Develop protocol for re-directing non-group involved individuals who attempt to access streamlined resources
o Identify Individuals to be Notified
   • Determine criteria for identifying notified offenders
   • Create notification letters
   • Decide when the Police Chief (or designee) will disseminate notification letters
   • Deliver notification letters approximately 1-2 weeks prior to call in

o Identify the Trigger Incident/Prohibited Offense(s)
   • Ensure all law enforcement members are clear on the identified trigger incident
   • Ensure law enforcement capacity to respond swiftly and severely to trigger incident
   • Identify the consequences for committing a trigger incident
   • Determine protocol for communications when a trigger incident is committed
   • Update group listing regularly using T/TA team template or other format as best suits your needs

o Illustrate Crackdown Group
   • Include offender’s name, offense, gang/group affiliation, amount of jail/prison time they received, and other important outcomes such as victim information if gang/group members were also a victim in group related violent
Detailed Strategy Specific Preparation Steps for Implementation of the Call-in

I. Selecting Appropriate Speakers for the Call-in

After completion of the community mobilization and call-in preparation site visit from the T/TA team, your site should solidify the individual speakers who will represent law enforcement, community resources, and community moral voices during the actual call-in. Law enforcement representatives should include the Chief(s), Sheriff, District Attorney, United States Attorney’s Office Representative, probation and parole, and other federal, state, and local partners. There should be 1-2 people speaking on behalf of community resource partners. This should include the resource coordinator that notified offenders will contact for the streamlined resources. Your site should decide if an additional service provider will be chosen to speak or if you will simply have the community resource providers who will be present at the call-in to stand in support of the initiative. In addition, 2-3 people should be selected to speak on behalf of the community moral voices. Each of the community moral voice speakers should speak from the perspective of the following roles:

1. A person representing a community leader. The role of this individual is to represent the larger community to express the messages that “the community loves you, but not your actions. The violence has to stop, and will no longer be tolerated”. This role has traditionally been fulfilled by a member representing the faith community.

2. A person representing the affected victims of violence. The role of this individual is to communicate to offenders the negative impact that violence has on the community as a whole and them personally. They echo the message that “the violence has to stop; and that the impact of the violence destroys the communities. It has affected my life in this way…” This role is traditionally filled by community members who have lost a family member to violence, such as a mother of a murdered victim.

3. A person representing a successful ex-offender. The role of this individual is to express the ability of offenders to turn their lives around and be successful, positive members of the community. Individuals in this role communicate the message that “the violence has to stop and there is a better way to live by utilizing the help available to you. I was you and here is my story…” This role should be filled by an ex-offender who has successfully re-entered the community and become a productive member of society. This person should also be able to effectively challenge the “street code”.

Your individual site should select individuals who are well educated about the gang/group model of focused deterrence and who support the initiative. Although there may be people who can fulfill these roles that may not be initially supportive of the strategy, it is important to realize that to have a successful call-in these individuals should be limited to people who are supportive. The speakers for future call-ins may change, and individuals who become supportive down the road may be invited to have speaking roles in those future call-ins. In planning, all speakers should prepare to deliver a message that totals no more than 60-75 minutes. Call-ins can run longer, and caveats are to be expected; so good planning for messaging can support effective message delivery in a comfortable time frame, but should not exceed 90 minutes from start to finish.
II. Streamlining Resources for the Call-in

The collaboration and partnership of law enforcement with community resource providers is the foundation of streamlining resources, because it provides access to available resources for offenders. It is important that each site has identified available resources for notified offenders, and that access to these resources is streamlined for them, meaning the resource coordinator is familiar with points of contact for service delivery partners, their services, and their capacity; and is able to secure resources for notified individuals as a priority across service providing agencies. Through these partnerships, the resource coordinator at your site should compile a list of available resources for notified offenders. The list should be utilized to construct an assessment for offenders to request resources they would like to access. Sites should determine how the resource needs sheet assessment tool will be issued to notified offenders. For some sites these forms are available for completion immediately following the actual call-in. Other sites may choose to complete these forms when offenders contact the resource coordinator following the call-in.

Another major step in streamlining resources is identifying who will be the contact person for notified offenders to access the resources. Many sites designate the resource coordinator to field resource requests. Information for the contact person should be issued to the notified offenders during the call-in in printed format. Some sites have chosen to issue a pamphlet that outlines the available resources with the contact person’s information included. Other sites have directed notified offenders to the contact person by issuing a business card during the call-in. Your site is responsible for determining what works best and creating the information for the notified offenders prior to the call-in.

Your site should also develop a protocol for screening individuals who use the streamlined resources to make sure that only notified offenders, and the gang/group members they are affiliated with, have access to streamlined resources. This protocol should include how to identify whether or not an individual is a notified offender or an affiliated group member and where those individuals will be re-directed in the event that they are not notified offenders or members of the groups/gangs they are affiliated with.

III. Identifying Offenders to be Notified

Each site should determine which gang/group members will be notified to attend the call-in. This should be a targeted approach that is data driven. For example, sites should invite influential members of the most violent groups/gangs within their community. Additional selection criteria may include individuals affiliated with gang/groups that have also been identified as felons/habitual felons or have multiple arrests. The individuals selected should be capable of communicating the focused deterrence message to members of the gang/group they are affiliated with. Law enforcement should work with probation and parole where possible in notifying individuals who are currently on probation and parole as this will provide leverage for getting them to the call-in. However, individuals who are not on probation or parole may also be notified.

Your site should also determine how many offenders will be notified. Typically, a manageable number of individuals to be notified is around 20, however your site can work through what makes best sense according to site needs and the group dynamic being addressed. Your site should know how many of the notified offenders are on probation/parole; and how many groups/gangs are represented by the individuals invited to the call-in. The finalized list of individuals who will be notified for the call-in should be communicated to law enforcement such as probation/parole, District Attorney, and United States Attorney Office. Other relevant information related to the individuals notified should also be made available (e.g. arrest records and conviction records).

The invitations should be hand-delivered by law enforcement and/or probation/parole approximately 1-2 weeks before the actual call-in. The invitations should include the following information regarding the call-in:

- Location, purpose, time (length of the call-in and the time they should arrive),
The offer for offenders to bring a close person to them (influential)
Logistical details of the meeting (e.g. notified offenders should arrive before the actual start time to be
directed to a room where they will gather before entering the actual call-in) Babies/young children
should not be present if at all possible.

Every attempt should be made to deliver invitations directly to the offender being notified. When possible,
having a community representative delivering letters along with law enforcement offers a more neutral space
for those being invited, and reinforces the partnership message. More information is available from the T/TA
team related to this process if necessary.

IV. Educating Offenders about the Trigger Incident

Educating offenders about the trigger incident is a major part of the call-in. It is important for your site to have
solidified a clear and concise trigger incident for the focused deterrence strategy. The identified trigger incident
should be an offense that your site’s law enforcement agencies have the capacity to enforce with swift and
certain consequences. For example, committing a homicide with a firearm is a concrete trigger incident.
However, violence against another person is vague and should be further clarified for the call-in. Promising to
reduce crime in an area that is not enforceable is damaging to the strategy.

The law enforcement members who will speak during the call-in should clearly communicate the trigger
offense(s) to the notified offenders and articulate the consequences for committing the identified trigger
offenses. Your site should also develop a response protocol for what to do when a trigger incident is committed.
This protocol should include how notified offenders will be “flagged” so they are recognizable among multiple
jurisdictions if they are arrested.

Your site should also update a list of your known gang/group. The T/TA team will provide a template for you to
use to include the necessary information such as the group’s name including and all known individual members.
This important information will guide your site in identifying individuals affiliated with someone who commits
a trigger incident, and should be updated prior to each call-in held.

V. Illustrating the Crackdown Group

Your site should determine how you will illustrate your crackdown group to the notified offenders. Several sites
have elected to illustrate their demonstration crackdown group in the form of several PowerPoint slides or a
large poster. Whichever format your site choses, the illustration should include the gang/group each offender
was affiliated with, the crime they committed that was cracked-down on, and the amount of jail/prison time
each offender received as a result of their committed offenses. The goal of the crackdown group illustration is to
demonstrate the ability of law enforcement to enforce severe sanctions geared toward reducing violent crime.
Memorandum #6

Logistical Steps for Implementation of the Call-in/Notification

This memo is relevant when you are at this stage.

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8 This two-day site visit may be divided into two individual site visits that happen over a period of time if sites the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
To: North Carolina Safe Communities (NCSC) Sites  
From: NCSC Training and Technical Assistance Team (T/TA) at The Center for Youth, Family, and Community Partnerships, The University of North Carolina at Greensboro  
Re: Logistical steps for implementing the Call-in/Notification

This memorandum will assist your site in preparing to implement the necessary logistical steps for the call-in/notification. It provides detailed information regarding how to: (1) secure an appropriate location; (2) implement security for the call-in; (3) prepare resource documentation for the notified offenders; and (4) setup for the call-in. The details of these logistical steps are general considerations that your site can adjust to the best meet your needs. A checklist and detailed information about each step is provided below.

**Checklist for Final Implementation of the Call-in**

*Logistical steps for implementing the Call-in*

- Secure an appropriate location  
  - Ensure your location can accommodate the following:  
    - All notified offenders  
    - All individuals with speaking roles  
    - “Influentials” accompanying the notified offenders  
    - All resource provider representatives who will attend  
    - All law enforcement who will attend in support  
    - All community leaders and concerned citizens who will attend in support  
    - Peer sites that may observe  
    - T/TA team members

- Implement security for the call-in  
  - Decide on utilizing a secure location  
  - Designate local law enforcement security

- Prepare documentation for how to access available resources  
  - Make hardcopies of the resource contact information  
  - Determine the placement of resource information for notified offenders  
  - Determine if assessment for resources will take place at the call-in or upon phoned request or both

- Setup for the call-in  
  - Determine how you will time the call-in  
  - Determine how notified offenders will be escorted into the call-in, and where they will be prior to the start of the call-in/notification (Is there a comfortable room where they can gather prior to being brought in? Are there chairs? etc.).  
  - Determine the arrangement of seating for the call-in (i.e. where offenders will sit, where speakers will be positioned, and where others in attendance will sit)
• Prepare how you will deliver necessary announcements at the beginning of the call-in
• Set the order for the speaking roles during the call-in
• Rehearse the call-in (including a timed rehearsal at the actual location)
Detailed Logistical Steps for Implementing the Call-in

I. Securing an Appropriate Call-in Location

It is important for your site to secure an appropriate location for the call-in. This space should be large enough to accommodate a significant number of people who will be present for the call-in, including: individuals with speaking roles; community resource representatives; community residents; notified offenders and their influential others; supportive law enforcement present; and additional individuals who may attend (e.g. peer site partners). The location should also have a separate room for notified offenders to gather before the call-in begins. Some sites have opted to meet at neutral locations such as community resource locations, or more secured locations such as a court house. Your site will have to decide the location that works best for you. However, the location should be selected early enough to allow the information to be included in the notification invitations 1-2 weeks prior to the call-in.

II. Implementing Security During the Call-in

In the event that your site selects a secure location, such as a court house building that pre-screens individuals, security may be implemented via metal detectors. If your site chooses a less secure site, you should plan to implement security specific to the call-in. Several sites have appointed local law enforcement officials to conduct security screenings for the call-in. Security outside of the chosen building should be considered as necessary. It is essential that your site has planned for security prior to the call-in.

III. Preparing Resource Documentation for the Notified Offenders

Your site should prepare copies of the resource coordinator’s contact information for each notified offender prior to the call-in. Your site should decide how you will distribute that information to the notified offenders during the call-in. Some sites choose to place the resource information (e.g. a business card or short pamphlet with contact information and available resources) in the chairs that the notified offenders will be sitting so they will have a reference to the resources that will be mentioned during the call-in. Some sites track who received the resource information and who was present by utilizing assigned seating for the notified offenders. Another option is to distribute the information to notified offenders following the closing announcements at the call-in. Your site should determine the best fit for how to distribute resource information during your call-in.

In addition, your site should solidify your decision to assess the resource needs of notified offenders. Some sites decide to screen the needs of offenders who decide to request resources at the call-in. Other sites prepare their assessments to be conducted upon the phoned requests of notified offenders. Other sites have chosen to do both. Whatever your site decides, it is important to have an intake document to assist in assessing the resource needs of notified offenders and their associates as well as to assist with tracking of resource utilization. This decision should be clearly communicated to notified offenders during the call-in.
IV. Setup for the Call-in

There are several logistical steps that should be taken to set the stage for the actual call-in. These steps include: preparing announcements for the call-in, determining how notified offenders will be escorted into the call-in, determining the seating arrangement for the call-in, setting the speaker order for flow of the call-in, timing the call-in, and rehearsing the call-in.

a. Timing the Call-in

The call-in should be designed to last approximately 60 to 75 minutes. However, it should not exceed 90 minutes. To ensure that your site stays within this timeframe, you may want to identify a timekeeper who will discretely notify speakers that they have exhausted their allotted speaking time. This may be done by having someone who is watching the time simply stand or sit and raise a sheet of paper to indicate a 30 second wrap up. Staying on track with time for the call-in is essential for communicating a clear and concise focused deterrence information while respecting the time commitments of those present for the call-in. Some sites find it helpful to prepare a list of speakers with designated time limits for each to be distributed to all speakers in advance of the call-in.

b. Determining how Notified Offenders will be Escorted into the Call-in

In the invitation to offenders, your site should specify the location where the call-in/notification will take place and the time notified offenders should arrive for the call-in. In addition, your site should determine who will meet with the notified offenders upon their arrival. Upon arrival, individuals being notified can be escorted into a separate meeting room, where they can be briefed about what they can expect to happen during the meeting. Your site should also decide if someone will briefly speak to the notified offenders to prepare them for the call-in and answer any questions they may have. For example, some sites designate probation/parole officers to meet with notified offenders upon their arrival. At an agreed upon time, offenders should be escorted into the call-in room. Your site should determine who will be responsible for escorting notified offenders into the call-in.

c. Determine the Seating Arrangement for the Call-in

Your site should determine how to arrange seating for the call-in. It is important to have offenders seated where they will face the individuals who will be speaking to them. Some sites choose to design the seating arrangement so that offenders are facing the panel of speakers throughout the entire call-in. Other sites have chosen to have offenders face the front of the room and speaking individuals taking turns addressing them by moving to the front of the room when it is their time to speak. In all cases, offenders are seated together, separate from other audience members and from their influential. Your site should determine the seating arrangement that works best for your site. However, it is highly recommended that you select a seating arrangement that separates offenders from other individuals present for the call-in. Doing so minimizes distractions, and places an emphasis on the offenders who have been called in to hear the focused deterrence message.

d. Preparing Announcements for the Call-in

Prior to beginning the call-in, your site should prepare announcements regarding the location of available restrooms (that should be used before starting), minimizing movement during the call-in, turning off/silencing cell phones, the format of the call-in (e.g. this is not a question and answer session, and reiterate the purpose and what will happen), and informing attendees that they should expect to remain in the room for the duration of the call-in/notification. These announcements may be made by the individual selected to MC the call-in, or by a law enforcement individual who has no other speaking role.
e. Setting the Speaking Order

It is important that you know the order in which individuals with speaking roles will communicate their portion of the focused deterrence message. Stakeholders should be grouped together (i.e. law enforcement, community resource providers, and community moral voices), however, your site should determine the order in which each of these stakeholders will proceed. Some sites have law enforcement speak last to reinforce the message specifying the prohibited offense(s), and the subsequent consequences for the entire group. Other sites have resource providers and community moral voice representatives speak last to end the call-in with a potentially more uplifting message of disapproval of the violence combined with a presentation of positive alternatives and support for better options. Your site should decide the speaking order that works best for you. It is important that the order of speakers allows for seamless transitions and clear communication of the gang/group focused deterrence message.

f. Rehearsing the Call-in

To ensure that your site experiences a successful call-in your site should spend a significant amount of time rehearsing the actual call-in. Rehearsals should occur with and beyond collaboration with the T/TA team. The T/TA team will provide feedback to your site regarding the delivery and clarity of your focused deterrence messages. Upon receiving the feedback, your site should continue to rehearse the speaking roles, and the order in which they will be presented. Closer to the actual call-in, rehearsals should be timed to make sure that they do not exceed 90 minutes in duration. Your site should schedule at least one timed practice at the actual location where the call-in will be held. By the scheduled call-in, your site should have a clear understanding of the order in which each speaker will present their message, and the exact time your call-in is expected to take. It is important that each individual with a speaking role can comfortably communicate their portion of the focused deterrence message to the notified offenders in a clear and concise way.
Memorandum #7

Sustainability of The NCSC Gang/group Model of Focused Deterrence

This memo is relevant when you are at this stage.

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9 This two-day site visit may be divided into two individual site visits that happen over a period of time if sites the T/TA team assesses that the NCSC site needs to implement additional steps before the Call-in prep can be rehearsed effectively.
To: North Carolina Safe Communities Sites  
From: Training and Technical Assistance Team (T/TA) at The Center for Youth, Family, and Community Partnerships, University of North Carolina at Greensboro  
Re: Sustainability of the North Carolina Safe Community Gang/group model of Focused Deterrence

The purpose of this Memorandum is to provide you with important information regarding how your site can sustain the North Carolina Safe Communities group/gang model of focused deterrence. This document details key elements of sustainability such as: (1) analyzing crime data continuously, (2) relying on available resources, and (3) continuing to build and strengthen law enforcement-community collaborations.

**Sustainability Checklist**

- **Analyze crime data**
  - Document monthly crime trends
  - Assess the organization and re-organization of local groups/gangs within your site
  - Meet with law enforcement leaders to discuss crime trend data and determine when and if shifts in your focused deterrence strategy are necessary
  - Work with the T/TA team to discuss shifts in your crime trend data and/or focused deterrence strategy iteration

- **Rely on available resources**
  - Communicate with peer-to-peer sites to learn how to successfully sustain the gang/group focused deterrence strategy
  - Continue to attend webinars offered by the T/TA team and other related resources such as the National Action Network
  - Document service delivery requests and follow through.

- **Continue to build and strengthen law enforcement-community collaborations**
  - Continue to educate community members about the gang/group focused deterrence strategy
  - Increase collaborations with community resource providers
  - Strengthen relationships with local, state and federal law enforcement
Detailed Information Regarding Sustainability Strategies for the Gang/group Model of Focused Deterrence

I. Analyze crime data

Since the focused deterrence strategy is a data-driven violence reduction strategy, analysis of crime data is the crux of the focused deterrence gang/group model. Your site should continue to analyze your crime data to ensure that your strategy is data driven and is focused on the appropriate crime type. To utilize data in this way, it is essential that your site regularly documents your crime statistics and analyzes them to detect any shifts in the crime trends. For example, at the beginning of the strategy, the T/TA team led your site in understanding the details of each incident of homicide, aggravated assault, etc. From this data we provided your site with a crime summary report that guided your strategy, highlighted the trigger incident, and also revealed the most violent gang/group committing crime in your area. This process of analyzing crime data should be ongoing within your site.

Regular discussions between law enforcement leaders regarding your crime trend data is an important practice for sustaining the gang/group model of focused deterrence. These discussions should be centered on any crime shifts in your area. You should also be aware of the effect that the call-ins are having for your site, including the frequency with which notified offenders access available resources and re-enter society successfully. Your data findings will reveal when and if your site should have another call-in, re-define the trigger incident, or shift focus of the strategy to another offender type.

In addition to analyzing your crime trend data, your site should also examine the organization and re-organization of local groups/gangs. Working with law enforcement members to conduct frequent group audits is vital to being informed about who key players of groups/gangs are, the extent to which groups/gangs are actively committing crimes within your site, and if your site is continuously experiencing a gang/group problem. Understanding this information is important for considering if your site should continue to focus on the gang/group model of focused deterrence or if you should implement a different focused deterrence strategy (e.g. drug market or chronic offender).

Continual communication with the T/TA team is also important for sustaining the gang/group model of focused deterrence. Doing so connects your site with information on how to further analyze your data. The T/TA team can also offer your site additional resources in the event that you decide to shift your focused deterrence strategy.

II. Rely on Available Resources

After you have completed your first call-in, your site will still be able rely on ample resources to sustain the gang/group model of focused deterrence. Initially, your most immediate resource will be the feedback of the
T/TA team. Upon completion of your site’s first call-in, you will be debriefed for an assessment of successes and challenges that emerged during the notification.

In addition to the feedback and recommendations of the T/TA team, your site will continue to have access to other sites that serve as informal peer-to-peer mentors. In the same manner that you were able to observe call-ins from other sites, call peers to answer specific questions, and access written materials regarding implementation of the strategy; your site will be able to rely on peer sites to strengthen the sustainability of your strategy.

Your site will also have access to national resources such as the National Network for Safe Communities (www.nnscommunities.org). You will be invited to continually access and participate in webinars informing the implementation of the gang/group strategy and other focused deterrence models. You are strongly encouraged to take advantage of the multiple resources that are available to you to ensure successful sustainability of your site’s focused deterrence strategy.

In order to track successes, report out to community and funding partners, and determine strengths and gaps in service delivery, tracking can be critical. Keeping records of the services provided and the related follow through provides a measure of accountability across partners and can be utilized to identify strengths and gaps in available services and in coordination of services. This information is useful when reporting to community partners as well as funders.

III. Continue to Build and Strengthen Collaborations Between Law Enforcement and the Community

Your site should continue to build and strengthen the collaboration between law enforcement and community members as well as community resource providers. The strength of your sites ability to sustain the gang/group model of focused deterrence is rooted in the continuance of collaborative relationships. One aspect of continuing to build these relationships is to continue educating the community on the strategy. This may result in additional potential moral voice representatives and community resources providers who support the initiative. As a result, your site may choose to rotate individuals who have speaking roles during future call-ins.

Educating the community on the strategy will add to the supportive behaviors that make the strategy successful, such as increased reporting of anonymous crime tips. Your site can also add community resource providers to your list of collaborators to increase the services that your site is able to offer notified offenders. Strengthening relationships with local, state, and federal law enforcement will increase your sites ability to respond quickly to violations of the identified trigger incident. These relationships should continually be strengthened for sustainability of the gang/group model of focused deterrence.
Appendices

The following Resources are instrumental to the implementation of the North Carolina Safe Communities Strategy.
Glossary of Relevant Terms for
North Carolina Safe Communities Strategy
To Reduce Group Related Violence

Call-in: Also referred to as the “notification”. The stage in the NCSC process where offenders are ‘called-in’ to meet with community representatives, law enforcement, and community resource providers to receive the focused deterrence messages that violence must stop; a resource delivery structure is in place to support group members who need assistance to change their behavior; and that if any group member commits a violent ‘trigger incident’ (as defined by the site) all members of that group will receive swift law enforcement sanctions.

Community Response: A coordinated effort by law enforcement and community partners in response to a violent act to educate residents about the focused deterrence initiative. Responses can include community presence in the neighborhood where the incident was committed, support with informational literature about the focused deterrence initiative, and commitment to the focused deterrence message delivered at the call-in. The focused deterrence model highlights that too often the community response has been reactive silence that is often misread as consent to violence and drug-related behaviors. The focused deterrence model challenges community members to take a proactive response in collaboration with law enforcement and service providers, to speak against criminal behavior while communicating messages of care and concern for those who commit criminal acts.

Crackdown Group: Refers to the group that serves as the example group to offenders during notification. Typically they are the most violent group operating in the site. Members of this group, with levers to pull, are targeted prior to call-in/notification and illustrate the power of law enforcement collaborative when working together. Ideally the crackdown group members will result in a high profile sweep prior to the call-in/notification.

Gang/Group Focused Deterrence: A crime prevention model geared toward reducing targeted group-related violent crimes. This model relies on the collaboration between researchers, law enforcement, community service providers, and community members to communicate to group offenders of violent crimes that community violence must stop. The essential elements of the focused deterrence model are the strategies implemented by law enforcement personnel, community members, and social service providers. Law enforcement strategies include pulling-levers, problem-oriented approach to policing that utilizes local, state, and federal level strategies of law enforcement to crackdown on group-related violent crimes. Community member strategies include communicating messages to group offenders that they are valuable members of the community that must discontinue violent behaviors. Social service providers engage in strategies to organize the dissemination of resources to aid group offenders in following through with their decision to discontinue group violence.

Groups and Gangs: A group is defined in this strategy as several people who commit crimes together. A gang is often defined in a more concise way to also include individuals who are organized with identifying features
such as symbols, colors, and signs. The gang/group focused deterrence strategy acknowledges that all gangs are groups, although not all groups are gangs. As a result, the strategy includes both groups and gangs to examine the violent crime dynamic in NCSC sites, to avoid overlooking groups that may be just driving as much violent crime as validated gangs.

**Group Audit**: An information sharing exercise to identify all groups/gangs in a jurisdiction and rank their levels of violence, activity, and organization. Further information is gathered in this exercise to understand the group size, key leaders and players, alliances and conflicts, areas where they are known to operate, and the types of criminal activity (if any) that the group is associated with. Law enforcement personnel collaborate with researchers to identify and detail information on the groups and gangs that are known to the specific site. In addition to this information, the group audit also includes geographic information systems (GIS) mapping out where criminal activity of groups and gangs take place on a local map. Detailed group audits also include identification of specific group and gang members. Initially, this portion of the process is paired with the incident review process, and can also be done periodically to include new groups and other groups where members often change group affiliations.

**Gun Screening**: A conversation between law enforcement, probation, and prosecution partners to review a reasonable number of gun-related incidents (at a site’s discretion). The purpose of the conversation is to share information related to the incident, the individuals involved, the motive, location, or other important knowledge to better understand any patterns or trends in gun violence occurring and to determine appropriate levers for intervention. These meetings, when scheduled with as much regularity as is possible in a site, can help a site to understand if focused deterrence approaches can be incorporated to reduce violent crime, and if so, which approaches are appropriate.

**Incident Review**: A part of the focused deterrence model where law enforcement personnel, in collaboration with researchers, organize their crime data to provide a detailed review of the targeted crimes (e.g. homicides over the last 18 months and aggravated assaults with a firearm over the last 3 years, and in some cases armed robberies). The goal of the review is to gather frontline intelligence about violence incidents that cannot be captured through hard data sources in an efficient and real time way so that a strategic focused deterrence intervention can be implemented. This review is analyzed to inform strategic next steps of the focused deterrence model.

**Influential Others**: Also referred to as ‘influentials’. Individuals who are significant in the lives of offenders, who may be called in to accompany them during the call-in/notification stage of the focused deterrence model. These individuals are selected by offenders as a source of support and invited to attend the ‘call-in’/‘notification’.

**Moral Voice**: The collective voice of the community represented by a selected few community members to present the focused deterrence messages to offenders. This group may include people who are instrumental in the lives of offenders, parents of homicide victims, pastors, ex-offenders who have changed their lives, and other identified community leaders. These individuals must be considered to be authentic in the community so that they can deliver sincere messages in the ‘call-in’/‘notification’ session. The purpose of the moral voice is to unite the community with law enforcement and resource providers to communicate to the community that the violence has to stop, and to let offenders know that they are a vital part of the community and are loved and
respected. A key point in this message is conveying in no uncertain terms that shooting, killing, and violence is wrong, and that it hurts people. This message can/should also “challenge” the street code, specifically, that the members of a group will not (historically have not) take care of their fellow group members while they are incarcerated, and will give up (snitch, testify, etc.) other group members in an attempt to lessen possible charges, incarceration time, involvement in the criminal justice system, etc.

**Notification:** Also referred to as the “call-in”. The stage in the NCSC process where offenders are ‘called-in’ to meet with community representatives, law enforcement, and community resource providers to receive the focused deterrence messages that violence must stop; a resource delivery structure is in place to support group members who need assistance to change their behavior; and that if any group member commits a violent ‘trigger incident’ (as defined by the site) all members of that group will receive swift law enforcement sanctions.

**Outreach Worker:** A person who is viewed as authentic, or with "street credit", who can work closely with individuals at-risk for committing a violent act or being associated with violence and support pro-social direction and engagement.

**“Pulling Levers”:** A problem-oriented model of policing where local, state, and federal law enforcement personnel collaborate to create various levers, or strategies of law enforcement, to impose sanctions on offenders. This approach allows law enforcement personnel to enforce all illegal behavior to the toughest extent possible in an effort to deter violent behavior. The pulling levers approach is utilized to ‘crack-down’ on all known members of a group when any group member violates the identified targeted crime within the focused deterrence model (Braga, Kennedy, Waring, & Piehl, 2001).

**Resource Coordination:** The process of pooling together resources that can be readily available to offenders who need resources to aid them in their decision to discontinue their engagement in violent crimes. This coordination may be led by a single point person or several key individuals; however, the end result of the coordination process is that a ‘one stop’ number or person is able to be contacted for resource delivery support. This collection of services/resources can be streamlined exclusively for group members.

**Resource Delivery:** The process of streamlining access to multiple resources that a group member may request to support a prosocial change in their behavior so that their involvement in violence will stop. Often, a ‘resources needs sheet’ is used at a site to identify resources requested so that a resource coordinator is able to identify these resources and assist with access to them for the individual making the request.

**Site Coordination:** The process of organizing law enforcement, resource delivery, and community partners to develop a meaningful collaborative that meets to refine focused deterrence efforts, discuss and coordinate efforts related to the NCSC initiative, and develop actionable systems and routines for institutionalizing these partnerships and related efforts. Site coordination often involves meeting facilitation and coordination, developing and disseminating communications related to the efforts, and identifying and engaging site specific partners to further support resource delivery and community engagement in an effort to support the initiative and build trust between law enforcement and community members so that violent crime can be reduced. The coordination for NCSC includes (but is not limited to) a site readiness assessment; prep call for group audit/incident review; group audit and incident review site visit; debriefing/report overview meeting; prep call
for 2nd site visit; notification training and community engagement site visit; debriefing on 2nd site visit; prep call for call-in/notification; notification site visit; debriefing call re: notification.

**Trigger Incident**: The identified crime that the focused deterrence model seeks to eliminate. For example, the NCSC traditionally identifies homicides with a firearm and aggravated assaults with a firearm as targeted crimes. As the focused deterrence model is implemented, the occurrence of a targeted crime becomes the ‘trigger incident’ that will activate the focused deterrence model. As a result, the trigger incident leads to the activation of a pulling-levers ‘crack-down’ approach to law enforcement and a subsequent call-in that reveals the consequences of engaging in a trigger incident and communicates the focused deterrence message to identified offenders and group members. The “trigger incident”(s) a site will chose will depend upon their local crime dynamic and their resources to respond both with diligent law enforcement and prosecutorial sanctions as well as informal sanctions for all members of the committing group when each “trigger incident” occurs. The “trigger incident”(s) chosen by the site and the related response efforts are explicitly communicated during the “notification”/ “call-in”. The “trigger incident” can be changed by a site at their discretion to reflect the type of behavior that will not be tolerated to effectively reduce violent crime.
“CEASEFIRE”:
BASIC STEPS TO IMPLEMENTATION

For nearly fifteen years, scores of jurisdictions across the country have been implementing two effective strategies to reduce violence and eliminate drug markets. The strategy for preventing gang violence, first developed in Boston, MA, has been successfully applied in cities as diverse as Chicago, IL, Cincinnati, OH, and Stockton, CA. The following outlines the Original CEASEFIRE initiative from which NCSC was adapted:

1. Select target offense category (homicide; gun assaults; shots fired) as focus of Operation

2. “Group mapping”: identify violent groups
   - Convene experienced front-line officers, field probation/parole, etc.
   - Identify, on the basis of their working knowledge, violent groups (gangs, drug crews, small neighborhood sets, etc.)
   - Identify “turf”, areas of operation, etc.
   - Identify current/recent violent activity, beefs, alliances, etc.
   - Estimate number of individuals in each group
   - Institutionalize process so this information is updated regularly
   - **Product: list of violent groups; “network” of beefs and alliances; identification of most serious current and historical groups; estimate of number of individuals involved; routinized production of key strategic and tactical information**

3. “Incident review”: review a number of incidents of the target offense to gather information and insight about the problem
   - Identify the most recent 50-200 target offenses (i.e., homicides). Review all such incidents (do not select by gang connection, omit domestics, etc.)
   - Gather available formal information: location, weapon type, criminal history of victim and offender, probation/parole status, etc.
   - Convene experienced front-line officers, field probation/parole, etc. and review with them what they know about these incidents and those involved: motive and context, relation of victim to an offending group, relation of suspect to an offending group; previous incidents that led up to this one; incidents that followed from this one; etc.
   - **Product: robust description of target problem**

4. Initial “demonstration” crackdown: identify key group for initial enforcement action
   - Select “standout” violent group
   - Identify members, especially “impact players”: usually on the basis of up-to-date front-line information
   - Assess individuals’ legal vulnerabilities: current cases, old cases, warrants, probation/parole status, drug activity, etc.
• Frame interagency enforcement plan focusing directly on group members.
• Implement. Ideally, this should result in a high-profile sweep in which arrests, warrant service, violations, etc. all happen more or less at once. This is, of course, not always possible.
• Product: “marketable” group crackdown

5. Identify members of groups and their supervision status: a) or b) below:

A. Identify members of all violent groups and establish their probation/parole status
• Charge front-line officers, etc. with identifying group members.
• Review any existing information they may already have (books, lists, etc.)
• Review existing formal information: case files, field stops, gang databases, etc.
• If necessary, conduct surveillance, deploy informants, etc.
• At executive level, review this information for reliability
• Provide list to probation and parole to identify which group members are currently under supervision
• Institutionalize process so this information is updated regularly
• Product: list of group members (for subsequent group crackdowns) and group members under supervision (for group crackdowns and to implement call-ins)

B. Identify several probationers/parolees in each violent group
• Charge front-line officers, probation and parole, etc. with identifying 1-3 members of each group currently under supervision
• Product: list of at least several members of each group who are under supervision. This is sufficient for implementing the call-in, but requires additional information gathering if a group becomes subject to a crackdown.

6. Organize social services
• Identify social service providers who can provide assistance to group members: education, employment, emergency assistance, treatment, mentoring, casework, etc.
• Obtain commitment to give rapid, priority attention to group members as part of overall operation
• Create “one stop” entryway for group members. Group members should only have to make one call for help, and should then be personally assessed and assisted in obtaining any necessary services
• Product: service structure for those who want out

7. Organize community “moral voices”
• Identify community figures willing to articulate key community standards
  The violence is wrong
  o There is no excuse
  o You’re doing enormous damage to yourselves, your families, your communities
  o You’re better than this
  o We care about you, need you, and want to help you
o Challenge the street code: it’s not OK to go to prison, it’s not OK to die, it’s not OK to hurt someone, your boys won’t have your back, etc.

- Community elders, family members, mothers of murdered children, mothers whose sons have gone to prison, “old head” ex-offenders, faith leaders, etc.

- **Product:** community voices to articulate community standards and undercut the street code

8. Organize first offender call-in
- Organize enforcement agencies who will deliver “stop it” message
- Organize service providers, or a service broker, who can deliver services
- Organize community voices
- If working with bench and using courtroom as call-in site, each out to bench, explain project, find courtroom for event, find judge willing to preside over initial phase of event (bringing in offenders and acting on no shows)
- If not working with bench/using courtroom, determine site for call-in
- Rehearse meeting with speakers
- **Product:** participants, script, site, presiding judge

9. Identify groups which should be represented at first call-in
- This could be all groups. If there are too many to manage at one call-in (maximum number of attendants is about forty), identify most important groups, on basis of recent and historical violence, or schedule multiple call-ins

- **Product:** groups for first call-in

10. Identify “representatives” from each group and serve them with notices to appear (notices should go out about a week before call-in
- Identify one-two individuals from each group who are under supervision
- Probation/parole gives them notice to appear at call-in
- This can be done in ordinary fashion through probation/parole officers, or by hand-service in the field (for example, home visits by teams of probation/parole and police officers). The latter makes a statement and is more desirable, but is more work.

- **Product:** members of target groups notified to attend call-in

11. Conduct call-in (should be scheduled within week or so of sweep or other action resulting initial crackdown)
- Messages:
  o This is nothing personal; you are here as a messenger to your group; take what you hear back to the whole group
  o Enforcement agencies: explain crackdown – target behavior (homicide, shooting, assaults) will now result in enforcement action to entire group. It may be necessary to fine-tune this message to respect the actual volume of target events and the capacity of law enforcement: for example, delivering message that the first homicide after the call-in will result in a group crackdown.
  o Community members: violence is unacceptable
  o Service providers: help is available
  o All: we’ll help you if you’ll let us, we’ll stop you if you make us

12. Repeat as necessary.
• Carry out enforcement promise. Act, for example, against first group to commit a homicide
• Carry out service promise for those who seek help
• Repeat call-in after first group crackdown is carried out.
  o Deliver clear explanation: we told you what we were going to do, this group member killed someone, we took the following special actions with respect to his entire group, we will continue to do this as you make us
  o Some of you have asked for help and have gotten it
  o Reinforce community message
• Repeat as necessary as violent groups are attended to, to reinforce availability of services, and to reinforce community message
HPCAV
High Point Community Against Violence

STOP THE VIOLENCE
The High Point Violent Crimes Task Force is here because an act of violence has occurred in our community. VIOLENCE WILL NOT BE TOLERATED!!

On September 24, 2010 at approximately 12:43AM High Point Police Department officers responded to the report of a shooting at 1515 Larkin Dr. When officers arrived they found the victim, Colton St Louis, dead from a gunshot wound. Bobby Alander Bennett has been identified as the shooter in this case and was arrested and charged with 1st Degree Murder. Bennett is a convicted felon and is currently on supervised probation. Bennett was notified at the VCTF Repeat Violent Offender Call-In on August 10, 2010. John L Davis, Jr has also been identified as the second suspect in this case.

This homicide appears to be drug/robbery related and the investigation is ongoing.

All defendants in criminal cases are presumed innocent until proven guilty in a Court of Law.

Anyone having information regarding this homicide should contact Det. H. Meyer at 336-887-7841 or CRIMESTOPPERS at 336-889-4000

The Violent Crimes Task Force, High Point Community Against Violence, and the High Point Police Department are continually working to make High Point a safer place to live. With your help we can make this goal a reality.

Our Task Force includes: HPPD, FBI, DEA, ATF, HUD, DMV, Highway Patrol, Probation and Parole, U.S. Attorneys Office and the Guilford County District Attorneys Office
Sample Notification Script Messages for Gang/Group Focused Deterrence

The message delivered in the notification session is clear and simple. The community and law enforcement will not tolerate violence in the community, and business is going to be done in a new way by all partners. It is imperative that some key themes are reiterated and reinforced throughout the session. Actual delivery will vary according to the goal of each speaker in the session, but a united message must be delivered.

There are three separate, but mutually reinforcing types of messages delivered to participants being notified. These messages can be categorized as:

1. Law Enforcement
2. Service/Resource Delivery
3. Moral Voice of the Community

Although the messages will vary somewhat from site to site, it is important that as a comprehensive whole, they are mutually reinforcing and have some distinct emphasis on a few key points.

It is also important that messages are not too long or too redundant, particularly for law enforcement. It is suggested that a time keeper be identified once messages are determined. Message length will vary, but no one should plan to speak longer than 2 minutes for law enforcement unless their specific message is unique. In total, the session should be designed to last for approximately 60 to 75 minutes. Although notification sessions may run longer than scheduled, Notifications should NOT run longer than 90 minutes maximum, so rehearsing and preparing accordingly is strongly encouraged.

KEY MESSAGE POINTS

Law Enforcement:

1. This is nothing personal. Participants have been called in because law enforcement knows that they associate with groups known to commit violent criminal acts.

2. Law enforcement is changing the way they do business, meaning they will follow through with their commitment to focus all energies on the next group who crosses the line by committing: SPECIFY “TRIGGER INCIDENTS”/ “PROHIBITED OFFENSES” HERE.

Various messages from law enforcement partners that can educate the room about:

a. Statutes and sanctions that are applicable to the room
b. The true collaboration of law enforcement and the community
c. The real extent of potential sanctions
d. The commitment of law enforcement to stop violence either through focused and serious suppression and sanctions, or hopefully, through real changes in behavior of those in the room and those they run with

e. Information sharing across agencies and the potential impacts

**Service/Resource Delivery (1-2 people):**

a. Although all violence must stop whether or not offenders utilize the services that are available, there has been a real investment of energy in coordinating local resources to assist those in the room and their associates who want to change their behavior

b. Services available include:
   (LIST HERE)

c. Here is how those services can be accessed

**Moral Voice of the Community (2-3 people):**

The message of the moral voice of the community will likely vary the most. People who can typically best deliver this message are known to be authentic in the community. They are people of standing who those being notified trust and respect. Some examples would include reputable and long-standing street outreach workers, former offenders who can genuinely relate to the population being notified, mothers or grandmothers of murdered children, residents or faith leaders with long standing respect in communities most affected by violence, and a host of others. You will know who these people are- they will have a reputation of being “for real” in the community and for genuinely caring about the community.

Because their stories are often personally, and incredibly meaningful, they really cannot and should not be scripted. However, there are a few very important messages that can be delivered through these stories. The themes here that ideally are captured are:

1. The community will not tolerate the violence.

2. The community needs participants and those they run with to be successful, and expects that they can be. The community cares about the participants, but now the community is stepping up to help do something about the violence in the community.

3. The harm that is being done in these communities is painful: to the residents who are fearful and to the younger generations and the older- to everyone, with some examples here.

4. The “street code” is a completely false concept- the notion that these groups are like family and have each other’s backs is false, and they know it. We all know it.

**Examples of scripts and potential speaking points are listed on the following pages:**

**MC ROLE**

MC to open the session and introduce speakers

- My name is ______, and I represent ______ (agency here).
- Thank you for coming, as we have told you this is not a sting. This is nothing personal. This is business.
You have been invited here this evening because you are a member of a group that is committing violence in our community, and we need you to hear this message and we need you to take this message back to your associates and members of your group.

THE VIOLENCE WILL NOT BE TOLERATED

Members of this community, law enforcement, and service delivery partners have come forward this evening to tell you that the violence in our community needs to stop.

---

**LAW ENFORCEMENT MESSAGES**

**All of these individuals may not have a speaking role in your site, but if present, sample scripts specific to their unique and individualized role are below.**

**Police Chief or Sheriff**

- Introduction
- You have been brought here tonight because you are known to be part of a group that is committing violence in our community.
- I am here to tell you how business has changed for law enforcement in this community.
- We represent a partnership of local, state, and federal law enforcement agencies.
- We are partnered with our communities, clergies, businesses, agencies, and citizens— all committed to stopping violence.
- We will put a stop to violence!
- We want to give you a **clear, strong** message. We are tired of violence in our streets; we are tired of shootings.
  - We are tired of gun violence and gun toting. We are tired of seeing you as arrestees and as victims. And yes, you are just as likely to be a victim as an arrestee if your behavior does not change.
- As Police Chief it is my job to put criminals in jail and to ensure the safety of our community. I am committed to doing just that.
- We know what is going on, and you know what is going on. This is about group violence. Remember, this message is for you AND YOUR GROUP. We are asking you to carry this message back to your group.
- We cannot focus our attention on all of the members of all of your groups, but we can focus on one group.
- GROUP CRACKDOWN OVERVIEW: A very explicit visual presentation (PowerPoint, audio, or handout if necessary) accompanied by law enforcement presentation of the group that was identified for the crackdown and all related sanctions (person by person) for members of that group. (See group crackdown memo for further specific guidance).
- You have seen what we have been able to do (from above example), and there is a new rule on the street. If you take one thing away from this meeting back to your group, let them know that
The next member of any group who commits SPECIFY “TRIGGER INCIDENTS”/“PROHIBITED OFFENSES” HERE will become the next demonstration group. All members will come into focus and we will focus all of our collective energies on each of you.

Our agency is partnered with other local agencies. You cannot simply go to another jurisdiction to continue your violence.

Our agency is partnered with state and federal level agencies. Your crimes can be prosecuted at the federal level and you will be put away for a long time.

I am also just as committed, if not more so, in working with all the partners here tonight in helping you break the cycle of crime and violence. It is your choice and your decision will determine our course of actions. Now the rest of our partners have a short message for you too.

Mayor (if present)
- It is a new day here.
- Violent crimes, firearm crimes, and crimes involving our youth will no longer be tolerated.
- The community is sick and tired of the violence.
- The Mayor’s office is supportive of the efforts of this partnership and will do what it can to ensure the safety of the community.
- You have been given notice that violent crime will not be tolerated. Should you or anyone you run with choose to commit more acts of violence, don’t expect the Mayor’s Office to intervene when you are punished harshly. We will be supporting the efforts to make our streets safe for our children and families.

FBI
- Committed to violence reduction effort
- Bring our resources to the table
- Surveillance, nationwide assistance
- Violent Fugitive Task Force – US Marshall’s Service

DEA
- Committed to violence reduction effort
- Use our resources to buy dope, use informants
- Possible example from demonstration group
- Use nationwide intelligence networks

ATF
- Committed to violence reduction effort
- Will work with [INSERT LOCAL PD’S, SHERIFF’S OFFICE, AND OTHERS AS APPROPRIATE] on gun tracing
- If you’re a felon, you cannot possess a firearm, not even a bullet – Nowhere, no time, no reason. Regardless of State Laws
- Have people buying guns from you right now (if this is true)

SBI
- Cannot run to other jurisdictions
Provide crime analysis and reporting  
Will use resources available

ALE
- Committed to violence reduction effort
- Use available resources
- Associations and links to alcohol establishments (bars, clubs, and drinkhouses)

Law Enforcement Partners from Neighboring Jurisdictions
- Partnered with other jurisdictions in violence reduction effort
- Sharing information
- No longer can you run to (nearby jurisdictions)
- Partnered with other cities in violence reduction effort
- Electronic sharing of information (P2P)
- No longer can you run to (our jurisdiction)
- Working together to reduce violent crime
- Sharing information
- Reviewing all violent crimes with partnership

Housing Authority
- Housing communities are off-limits
- Banned list if involved in violent crime in public housing

Crimestoppers
- If you’re wanted, will put you on Crimestoppers
- Used to help solve crimes you may be involved in
- Most information obtained from family and friends
- Willing to pay to lock you up

Adult Probation
- Committed to this partnership to reduce violence
- You have been identified as a member of a violent group
- Some of you are doing well during your supervision period – keep up the good work. Others of you are not.
- We will strictly enforce conditions of your supervision, including curfews, searches, and drug screens
- We are sharing information with law enforcement like never before
- It is our goal to see you successfully complete your supervision period. We will assist you in any way that we can to see that happen. But we will also assist law enforcement if you commit violent crimes

DA
- Review of all violent crimes to determine where you can get most time
- Swift, certain prosecution if you commit a violent act
Habitual Felons and relevant statutes
- You have been identified as violent offenders. You will get no plea bargains, no deals.
- This is not a grant of immunity – this is not a free pass for any criminal activity you have committed in the past.

U.S. Attorney
- This is priority with USAO
- This is about fairness
- Violent crime is going to stop
- Some of you are convicted felons – It is a federal crime to possess a gun, even a bullet.
- Federal crimes – guns, drugs, armed career criminals
- This is not a grant of immunity
- Federal time = real time
- Federal prisons; this means you might be locked up far away from here- no one is coming to visit while you’re in
- Warning to stop violent crimes, stop using guns, stop involving youth
- Briefing of federal statutes and sentences

SERVICES / RESOURCE DELIVERY MESSAGE
- I am _______, and I represent ___________.
- We are partners with law enforcement in this effort to stop violence in our community.
- Our communities need you to be a productive and positive member and we believe you are reasonable and rational people, and we expect that you will stop your behavior.
- It is a new day in this community, and the way we are doing business has changed.
- In order to support you, our community has put together a network of resources dedicated to supporting each of you as well as the members of your group.
- I have invested time and energy and our community has invested a great deal of time and energy to put together a very special network of support dedicated directly to you and to your associates who want help.
- Here are the services that we have organized to support you (listing here) and these are some of the kinds of things they can help you with (include overview). (Do not mention mental health overtly).
- Please, when you take the message you are hearing this evening back to your associates, let them know that this support is in place for them as well.
- My number is XXX-XXX-XXXX, and it is on my business card. (cards will also be pre-distributed on the participant’s chairs)

MORAL VOICE / COMMUNITY MESSAGE

***Moral Voice (very carefully identified as authentic persons within the community front lines); these messages will vary individually but should communicate that:
➤ We are partners with law enforcement in this effort to stop violence.
➤ We want you to know that we will no longer tolerate violence on our streets.
➤ We recognize that some of the problems are caused by conditions in our neighborhoods – we are working to clean those up.
➤ You are a valuable person, and we want you to be successful in our community. Our community needs you.
➤ We have united with law enforcement and our service delivery partners to let you know that we simply will no longer tolerate violent behavior in our community.
➤ We value you, and we want you to succeed.
➤ The harm that you are doing in our community is painful and is real.
➤ We will not tolerate it.
➤ There is right and there is wrong, and what you are doing is wrong. We know it and you know it.
➤ The ideas that you have about the street code are simply not true.
➤ We are here because we want to help law enforcement put an end to violence in our city/county. We are partners with law enforcement – you need to know that.
➤ We want you to know that we will no longer tolerate violence on our streets. We want you and your group to stop your violence and put down your guns.
➤ You are about to hear a very tough message from law enforcement – you need to listen to what they say. That message is coming from us as well.
➤ We are tired of your lives being ruined. We know that some of your circumstances are beyond your control. But we are here to help.
➤ Reinforce partnership. We are here to work with you – to help you.
➤ We can only help if you listen – if you take heed to what they say.
➤ It’s a new day – but we all must work together.

POLICE CHIEF (Ending Statement)

➤ So you want to be famous, you want to be noticed – well you have been!
➤ You have all been entered into our database and you are flagged as having been NOTIFIED as of today, [INSERT DATE]
➤ We know who you are, what you are doing, and whom you do it with.
➤ You know and we know that this is wrong
➤ You have been identified as a member of a violent group; this is not personal. This is business.
➤ **Take this message back to every member of your group!**
➤ Now we want you to stop: Stop the violence, Stop using guns.
➤ Some of you will test us – others have – you heard their stories.
➤ We don’t want to make an example out of you. We want you to take advantage of the opportunities that are available.
➤ We need you to communicate this message back to all those you run with.
➤ Life is full of choices, you need to make one right now. A life free of crime, or if you choose to continue your violent criminal behavior, to see all of us again.
Sample Group Member Intelligence Worksheet

Focused deterrence strategies are employed to identify violent groups engaged in criminal activity, understand their levels of violence, activity, and organization, delineate the members of each group, and reduce group-related violent crime in local jurisdictions.

As part of the intelligence gathering processes upon which focused deterrence strategies can be built, it can be of importance to understand which members of these groups can be “put on notice” to deliver this message. In some jurisdictions, pieces of intelligence are gathered to better understand which levers can be pulled in order to change group behavior. Elements of criminal histories and law enforcement contact information from sources such as police records, arrest reports, AOC records, field sheets, Crimestoppers records, incident reports, and other law enforcement intelligence can provide an additional layer of information regarding the levers to pull for groups and group members.

Sites are the experts on what information to gather, but these items have been particularly useful for other sites:

- Group/ Gang Name and Gang Affiliations
- Level of Group Involvement/ Status Ranking
  - Key player/ “shot caller”
  - Mid-level actively engaged in violence to forward the benefit of the group
  - Low- entry level (non-violent)
- Associates/Relationships
- Frequency of police contact
- Convicted Felon (yes or no)
- Number of Felonies (arrests & convictions)
- Weapons Offenses (yes or no)
- Addresses (current & prior)
- Driver’s License History
- Probation (current & prior)
- Pending Charges

The table on the following page can be used in compiling information about know group members. Additional information of interest can be added to support site needs.
## Intelligence Checklist

| Name of Person Completing Form |  |
| Agency |  |
| **Date Completed** |  |
| Name of Group Member |  |
| **Date of Birth** |  |
| **Group/ Gang Name and Affiliations** |  |

**Level of Group Involvement/ Status Ranking**

1. Key player/ “shot caller”
2. Mid-level- actively engaged in violence to forward the benefit of the group
3. Low- entry level (non-violent)

<table>
<thead>
<tr>
<th>Key Player</th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-level</td>
<td>Yes</td>
<td>No</td>
<td>Unknown</td>
</tr>
<tr>
<td>Low level</td>
<td>Yes</td>
<td>No</td>
<td>Unknown</td>
</tr>
<tr>
<td>Unknown</td>
<td>Yes</td>
<td>No</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

**Associates/Relationships**

**Frequency of police contact/ # of contacts**

<table>
<thead>
<tr>
<th>Convicted Felon (yes or no)</th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
</tr>
</thead>
</table>

**Number of Felonies (arrests & convictions)**

<table>
<thead>
<tr>
<th>Arrests</th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convictions</td>
<td>Yes</td>
<td>No</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

**Weapons Offenses (yes or no)**

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
</tr>
</thead>
</table>

**Addresses (current & prior)**

<table>
<thead>
<tr>
<th>Current</th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior</td>
<td>Yes</td>
<td>No</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

**Driver’s License Status**

<table>
<thead>
<tr>
<th>Currently on Probation?</th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previously on Probation?</td>
<td>Yes</td>
<td>No</td>
<td>Unknown</td>
</tr>
<tr>
<td>Pending Charges?</td>
<td>Yes</td>
<td>No</td>
<td>Unknown</td>
</tr>
<tr>
<td>If yes, types of charges?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Other Notes of Interest (late child support, etc.)**

---

*modified from HPPD intelligence checklist*
Example Template for Notified Offender Listing
(For use when identifying offenders that will be notified during the call-in/notification)

*Trigger incident defined:

<table>
<thead>
<tr>
<th>Notified Offender Name</th>
<th>On Probation? (Y/N)</th>
<th>Gang/group Associated With</th>
<th>Known Group Members/Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td></td>
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<td>3)</td>
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<td>4)</td>
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</table>
UNCG T/TA Webinar Resources

In addition to the resources provided in the NCSC training manual, the UNCG Training and Technical Assistance (T/TA) team also provides a number of webinars that offers additional details on strategies for successfully implementing the gang/group focused deterrence model.

Available webinar PowerPoint topics from the T/TA team include:

- Educating and Engaging Partners on Your Local NCSC Efforts
- Group Enforcement Actions and Tier 1 Site Lessons Learned
- Engaging the Community's Moral Voice
- Engaging and Mobilizing Your Community
- Post-Notification Operations
- Building Cases for Prosecution: Gun Case Screening
North Carolina Safe Communities: 
Crime Reporting Tool 
(Template for monthly reporting of crimes within your site)

<table>
<thead>
<tr>
<th>Month and Year:</th>
<th>Person Completing Form:</th>
<th>Law Enforcement Agency Completing Form:</th>
</tr>
</thead>
<tbody>
<tr>
<td>County:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Offenses with Firearms</th>
<th># of Offenses</th>
<th>Estimated # that were Group Related</th>
<th>Estimated # where perpetrators(s) was/ were under 17</th>
<th>Estimated # where victim(s) was/ were under 17</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homicide with firearm (Offense Charges)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Armed Robbery with firearm (Offense Charges)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggravated Assault with firearm (Offense Charges)</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Offenses without Firearms</th>
<th># of Offenses</th>
<th>Estimated # that were Group Related</th>
<th>Estimated # where perpetrators(s) was/ were under 17</th>
<th>Estimated # where victim(s) was/ were under 17</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homicide no firearm (Offense Charges)</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Armed Robbery no firearm (Offense Charges)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Aggravated Assault no firearm (Offense Charges)</td>
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</table>

<table>
<thead>
<tr>
<th>“Call-in” or “Notification” Summary</th>
</tr>
</thead>
</table>

Did your site have a call-in/notification during this reporting period? (check one) YES ☐ NO ☐

If yes, on what date(s)?

Any additional comments:
GROUP AUDIT INFORMATION FORM

1. Jurisdiction ____________________________ 2. Name of group ________________

3. Reference number for group ____________ 4. Estimated size of group ________________

5. What is the ethnic make-up of the group?
   1=☐ African American, non-Hispanic  2=☐ American Indian or Alaskan Native  3=☐ Asian or Pacific Islander
   4=☐ Hispanic  5=☐ White, non-Hispanic  6=☐ Biracial
   7=☐ Other: __________________  8=☐ Unknown

6. What is the primary gender of this group? 0=☐ Unknown 1=☐ Female  2=☐ Male

7. What core criminal activities is the group associated with? (check all that apply)
   1=☐ Homicides  2=☐ Armed Robberies  3=☐ Non-fatal Shootings
   4=☐ Domestic  5=☐ Drug Dealing  6=☐ Drug-Related Robberies
   7=☐ Other: __________________

8. Is this group involved in a “beef” or persistent conflict with another group or groups?
   0=☐ No  1=☐ Yes  2=☐ Unsure

8a. If yes, what group(s)?
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

8b. Do you know what started the conflict or conflicts? 0=☐ No  1=☐ Yes  2=☐ Unsure
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

9. Do they have alliances with other another group or groups?
   0=☐ No  1=☐ Yes  2=☐ Unsure

9a. If yes, with which other group(s)?
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

This project was supported by Grant No. 180-1-07-006-BH-050 awarded to UNCG’s Center for Youth, Family, and Community Partnerships by the U.S. Department of Justice through the North Carolina Department of Crime Control & Public Safety. Governor’s Crime Commission. The opinions, findings, and conclusions expressed are those of the authors and do not necessarily reflect the views of the Department of Justice.
10. Are there any influential members who are particularly violent or who seem to lead the group?

0= No  1= Yes  2= Unsure

10a. If yes, describe:
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________

11. Does this group “claim” or belong to a larger network (Bloods, Crips, Gangster Disciples, etc.)?

0= No  1= Yes  2= Unsure

11a. Please identify group (if applicable):
1= Bloods  2= Crips  3= Gangster Disciples  4= Other__________

11b. If “Yes”, do you think that the larger network has much influence on the group’s behavior?

0= No  1= Yes  2= Unsure

11c. Please describe:
__________________________________________________________________________________
__________________________________________________________________________________

12. Does the group live where the crimes are occurring?

0= No  1= Yes  2= Unsure

13. Please describe geographical area/zip codes if possible:
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________

14. Is this group organized?

1= Not very organized  2= Somewhat organized  3= Highly Organized  4= Unsure

15. Is this group violent?

1= Not very violent  2= Somewhat violent  3= Extremely violent  4= Unsure

16. Is this group active?

1= Not active  2= Somewhat active  3= Very active  4= Unsure

17. Additional Comments:
INCIDENT REVIEW INFORMATION FORM

Site: ___________________  Agency: ___________________

1. Date of Incident: _____________

2. Type of Incident (homicide, gun assault, etc.)
   1=☐ Homicide         2=☐ Armed Robbery         3=☐ Gun Assault
   4=☐ Domestic         5=☐ Drug Deal             6=☐ Drug-Related Robbery
   7=☐ Other: ____________

3. Location of Incident _______________________________________________________

4. What weapon(s) was/were used?
   1=☐ Gun               2=☐ Vehicle                  3=☐ Knife
   4=☐ Object            5=☐ Hands and Fist          5=☐ Other _______________

5. Did at least one member of the review group know about this incident?
   0=☐ No               1=☐ Yes

6. Victim’s Name ___________________________  7. Victim’s Age: ______

8. Victim’s Gender:  1=☐ Female       2=☐ Male

9. Victim’s Race:
   1=☐ African American, non-Hispanic  2=☐ American Indian or Alaskan Native  3=☐ Asian or Pacific Islander
   4=☐ Hispanic             5=☐ White, non-Hispanic          6=☐ Biracial
   7=☐ Other: _______________

10. Did at least one member of the review group know the victim before this incident?  0=☐ No  1=☐ Yes

11. Offender’s Name ___________________________  12. Offender’s Age: ______

13. Offender’s Gender:  1=☐ Female       2=☐ Male

14. Offender’s Race:
   1=☐ African American, non-Hispanic  2=☐ American Indian or Alaskan Native  3=☐ Asian or Pacific Islander
   4=☐ Hispanic             5=☐ White, non-Hispanic          6=☐ Biracial
   7=☐ Other: _______________

This project was supported by Grant No. 180-1-07-006-BH-050 awarded to UNCG’s Center for Youth, Family, and Community Partnerships by the U.S. Department of Justice through the North Carolina Department of Crime Control & Public Safety, Governor’s Crime Commission. The opinions, findings, and conclusions expressed are those of the authors and do not necessarily reflect the views of the Department of Justice.
15. Did at least one member of the review group know the offender before this incident? 0=☐ No 1=☐ Yes

16. What happened? What is the story of this incident?
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

17. Was the victim involved in a street group? 0=☐ No 1=☐ Yes 2=☐ Unknown

17a. If yes, what group? ____________________________________________

18. Was the offender involved in a street group? 0=☐ No 1=☐ Yes 2=☐ Unknown

18a. If yes, what group? ____________________________________________

19. Was the incident preceded by a violent incident? 0=☐ No 1=☐ Yes 2=☐ Unknown

20. Was the incident followed by a violent incident? 0=☐ No 1=☐ Yes 2=☐ Unknown

21. What was the relationship of the victim and offender? 1=☐ Stranger 2=☐ Non-Stranger 3=☐ Unknown

21a. If Non-Stranger, please specify the relationship (e.g., neighbor, etc.): ______________________________

22. What is the primary type of incident? (check all that apply)

1=☐ Drug Robbery  2=☐ Other Robbery  3=☐ Burglary  4=☐ Domestic  5=☐ Boy/Girl Non-Domestic

6=☐ Drug Business  7=☐ Other Business: ______________________________

8=☐ Incident Dispute (Single Incident)  9=☐ Car Break-In  10=☐ Respect

11=☐ Other:_______________________________  12=☐ Unknown

23. What was the nature of the conflict?

1=☐ “Beef” between groups  2=☐ Beef between individuals  3=☐ Beef between group and individual

0=☐ No beef  999=☐ Not applicable /Unsure

24. Were children involved/witness this incident?

0=☐ No  1=☐ Yes  2=☐ Unknown

24. Additional Comments:
(Sample- template for assessing the needs of notified offenders responding to the call-in/notification. Resources will vary from community to community as available)

VOLUNTARY COMMUNITY RESOURCE NEEDS
AUTHORIZATION FOR THE RELEASE OF CONFIDENTIAL INFORMATION

Name __________________________________________ Age _____ Race ______________________________

Current Address ______________________________________________________________________________

Phone Number __________________________ D.O.B. __________ Sex Male Female

Name of Legal Guardian _____________________________________________________________

Address of Legal Guardian (if different) _______________________________________________________

Phone Number __________________________ Can Information On This Form Be Shared With Legal Guardian? Yes / No

Are You: In School  Yes / No  If Yes, Current School: _________________________  Grade: ___

Highest grade completed___________  G.E.D. Yes / No

Are You: Employed  Yes / No  If Yes, Where: ________________________________

Please indicate what kinds of jobs you have held:

________________________________________________________________________

From _____ to _____  temp  part time  full time

________________________________________________________________________

From _____ to _____  temp  part time  full time

License: Do you have a valid NC Driver’s License?  Yes / No  DL# _________________________________

Probation: Intensive  Yes  No  Probation Officer__________________________

Regular  Yes  No  PO’s Phone Number_________________________________________

Please check the following needs you would like to be able to access:

___ Education  ___ Job Training  ___ Employment

___ Transportation

___ Housing  ___ Mentoring  ___ Alcohol/ Drug Treatment  ___ Mental Health

Treatment
<table>
<thead>
<tr>
<th>Educational Support/Tutoring</th>
<th>GED Coursework</th>
<th>Access to Recreational Facilities</th>
<th>Tattoo Removal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help for Family (day care, parenting, counseling)</td>
<td>STD/HIV Testing</td>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

**Authorization for the release of confidential information**

I ______________________________ give the Resource Coordinator/ Case Researcher for the NCSC 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, DOC 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.

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date</th>
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<table>
<thead>
<tr>
<th>Legal Guardian Signature (if applicable)</th>
<th>Date</th>
</tr>
</thead>
</table>
North Carolina Safe Communities: Reducing Group and Gang Violence

Trigger Incident Decision Tree

Was there a crime?

YES

NO

Was the crime a trigger incident? Our trigger incident was identified as: ________

YES

NO

Process as usual

Was the offender group involved?

YES

NO

Process as usual

1) Gather intelligence and levers on all group members and crackdown in an expedited way.
2) Use this crackdown as the example group for the subsequent Call-in