Sustaining Focused Deterrence Strategies in the Middle District of North Carolina: Practitioner Brief 2 Site and Resource Coordination
CENTRAL FOR YOUTH, FAMILY, AND COMMUNITY PARTNERSHIPS
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

AND

THE CENTER FOR COMMUNITY SAFETY AT WINSTON-SALEM STATE UNIVERSITY

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ACKNOWLEDGEMENTS AND CONTRIBUTORS

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

Special recognition to:

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

The North Carolina Governor’s Crime Commission

The Center for Community Safety at Winston-Salem State University

For More information about Project Safe Neighborhoods Strategies in the Middle District of North Carolina, contact:
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PSN Site and Resource Coordination

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

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

Site and Resource Coordinators

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

The Resource Coordinator is the primary link between notified offenders and community resources, and in many ways, the law enforcement-community collaborative. Although their primary obligation is to streamline resource delivery, the Resource Coordinator assesses what resources and networks are available in the community to assist with PSN efforts, and can educate and engage partners in the network, support their efforts where appropriate, and seek to further develop resources in areas where there are gaps in the community. Simultaneously, it is the responsibility of the Resource Coordinator to ensure efforts that all promises made to notified offenders are kept. Commitment to the goals of PSN and dedication to the promises made by the PSN partnership to notified offenders are one of the most critical components in maintaining the integrity of PSN strategies in the eyes of the community and the offenders themselves, and at times, their networks of associates as well. News of broken promises can travel fast and can damage the perception of the notification promises within the community as well as the impact of the message itself at future notifications.

Traditionally in the MDNC, a Resource Needs Sheet is given to notified offenders so that they are able to complete one form with their requests for support. This sheet is often given at the notification itself, and in that setting at times is completed following the notification message delivery with either the Resource Coordinator or a small number of community representatives who can assist those being notified with completing the form. In some cases, the form is completed prior to notification with probation and parole officers for the offenders, and in other cases it is completed once the person notified makes an initial contact with the Resource Coordinator. The Resource Coordinator works to coordinate the service delivery for resources requested with each offender, supporting transportation and coordination where possible, and also works to track resource delivery and follow through of the offender.

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

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

The Role of the PSN Site Coordinator: Project Safe Cabarrus

In Cabarrus County, a model emerged for a full-time dedicated site Manager (PSC Manager) to spearhead program organization of all efforts relating to the PSN activity across three collaborative law enforcement agencies (Cabarrus County Sheriff’s Department, Concord Police Department, and Kannapolis Police Department) and their community partnerships. These law enforcement agencies dedicated a PSN Agency Coordinator from each department to work in concert with the Program Manager for maximum success of the PSN Initiative in Cabarrus County. Driven by the PSC Manager, with the support of the law enforcement leadership, all initiative and strategy development, committee structures, program development, Standard Operating Guide and communications are effectively directed through the partnerships.
In this model, Probation and Parole play the critical role in the coordination of resources with the notified offenders. Probation Officers are routinely trained about services that are current and new for offenders to access for rehabilitation from a criminal lifestyle. Probation Officers work with offenders identified for Notification, complete a resource needs sheet together with offenders requesting services, and then support requests for and delivery of assistance following the Notification.

In keeping the promises on behalf of PSC, resource coordination is a priority with Notified Offenders to ensure that every opportunity is made available for all requested resources to be accessible to the offender at and following notification. Service Providers and faith based representatives are in attendance at Notification. The PSC Site Coordinator also communicates the results of the needs requests with the probation officer, and a case plan is worked out for notified offenders. Once the coordination of services between probation and parole, service providers and offenders takes place, the Program Managers maintains communication with the agencies and contact with the offenders to assure that reinforcement of rehabilitation continues.

Appendix 2.3 provides an example of the job description for the Project Safe Cabarrus Manager, who serves in a Site Coordinator capacity.

Appendix 2.4 provides examples of tools used during the PSN site-coordinator selection process by the Durham Police Department.
City of Salisbury

COMMUNITY RESOURCE SPECIALIST

GENERAL PURPOSE

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

ESSENTIAL DUTIES AND RESPONSIBILITIES:

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

KNOWLEDGE, SKILLS AND ABILITIES

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

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

Ability to:

Establish and maintain effective working relationships with social service providers, community organizations, law enforcement personnel and clients.

Enlist the aid of available community resources.

Plan, organize, problem solves, make decisions, and prioritize tasks to meet deadlines, with limited supervision.

Work with diverse people and interest groups.

Plan, organize, and present information to groups and individuals.

Communicate effectively both orally and in writing.

Operate standard office equipment such as a personal computer and calculator.

Physically perform the essential functions of the job.

Exercise “Tuff Love”.

Work on a “one-an-one” basis with violent offenders.

Work flexible hours.

EDUCATION AND EXPERIENCE:

Any combination of education and experience equivalent to a four year degree in a human services field and three years experience in a community, public government program which provides the applicant with the knowledge, skills and abilities required to perform the job.
RESOURCE NEED INFORMATION – ADULTS
PROBATION & PAROLE/HIGH POINT COMMUNITY AGAINST VIOLENCE

Date of Notification: _____________________

Name: _________________________________ Nickname: _____________________

DOB: _____/_____/_____ Age: _______ Race: _________________

Probation: Intensive: ___________ Regular: ___________

Current Address: ____________________________ City: ___________ Zip: ________

Primary Phone #: __________________________ Secondary #: _______________________

Probation Officer: ____________________________ Contact #: _______________________

On Probation For: ______________________________________________________________

I. Please rank any of the following needs, with “1” being the most important:

_____ Education  _____ Housing  _____ Parenting Classes

_____ Job Training  _____ Alcohol/Drug Treatment

_____ Employment  _____ Mentor/Role Model  _____ Budgeting/Finance Class

_____ Anger Management/Conflict Resolution Class  _____ Counseling

_____ Family Assistance: Please Specify: ____________________________________________

*****Assistance provide for clients and family member to include: spouses, children of client, persons residing with client legally, parents and sibling of client who legally reside together.

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

<table>
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<tr>
<th>Type of Job</th>
<th>Company/Business Name</th>
<th>Dates Month/Yr.</th>
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Highest grade completed: ______ Where? ________________________________________________

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

Do you have a valid NC Driver’s License? ______ Yes / ______ No

Do you have a valid NC Identification Card? ______ Yes / ______ No

What job skills do you have? ________________________________________________________

What type of job would you prefer? ________________________________________________

III. Family
   Father: ___________________________ Address: ____________________________

IV. Mother: ___________________________ Address: ____________________________

siblings:

<table>
<thead>
<tr>
<th>Name</th>
<th>*B / S</th>
<th>Age</th>
<th>Address</th>
<th>Notes</th>
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**** B for Brother or S for Sister
With whom do you live? _____________________________________________________________

Who is the person you respect the most? ___________________________ Relationship: ______

Children Information:

<table>
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<tr>
<th>Child’s Name</th>
<th>Age</th>
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Signing this document gives permission for the probationer/client to release ALL information on this form to the High Point Community Against Violence, High Point Police Dept. and NC Probation Officer.

Signature: ___________________________ Date: ________________

Witness: ___________________________ Title: ________________ Date: ______
COMMUNITY RESOURCE NEEDS
AUTHORIZATION FOR THE RELEASE OF CONFIDENTIAL INFORMATION

Name _______________________________________ Age______ Race_________________________
Current Address___________________________________________________________________________
Phone Number_________________________ D.O.B._________ Sex     Male     Female
Employed    Yes    No
Probation    Intensive  Yes  No  Probation Officer__________________________
            Regular   Yes  No  PO’s Phone Number__________________________

Please check the following needs you would like to be able to access:
___ Education  ___ Job Training  ___ Employment  ___ Transportation
___ Housing  ___ Mentoring  ___ Alcohol/ Drug Treatment
___ Help for Family (day care, parenting, counseling)

Employment History

Please indicate what kinds of jobs you have held:
____________________________________ From_____to_____ temp  part time  full time
____________________________________ From_____to_____ temp  part time  full time
____________________________________ From_____to_____ temp  part time  full time

Highest grade completed____________  G.E.D.   Yes   No

Do you have a valid NC Driver’s License?   Yes   No   DL#___________________________

Authorization for the release of confidential information

I __________________________________ give the Resource Coordinator/ Case Researcher for the VCTF permission to
release information referencing job placement, housing, education, job training, transportation, alcohol/ drug treatment,
mentoring, and help for my family. This information may include my arrest history, 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.

Signature of client        Date
____________________________________________________________________________

Appendix 2.2: Sample Community Resource Needs Sheet and Confidentiality Disclosure
Source: High Point Community Against Violence
**Project Manager/Law Enforcement Liaison**

For Project SAFE Cabarrus

**GENERAL STATEMENT OF DUTIES:** The Program Manager/Law Enforcement Liaison is responsible for performing professional and administrative work involving the Project SAFE Neighborhoods initiative within Cabarrus County and the corporate limits of the City of Kannapolis to include coordination of community wide resources, committees, and agencies towards a safer and non-violent community.

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

**ESSENTIAL JOB FUNCTIONS:**

Assists in the development and management of the project budget. Establishes funding priorities based on identified project needs utilizing law enforcement and community input. Monitors all PSC related grants, project activities, and expenditures for compliance with grant requirements and city policies.

Develops and administers project plans, schedule of activities, and monitors progress. Ensures program objectives are accomplished.

Reviews, prepares, and presents reports on research findings, project activities, and crime statistics, including required quarterly and semi-annual reports on grant-related activities.

Works with law enforcement partners to establish priorities for gun crime research and data analysis. Works with agency personnel to identify trends in gun violence and gang activity in Cabarrus County and the City of Kannapolis.

Works with community partners to coordinate service providers to solicit support and commitment to facilitate referrals.

Develops and implements strategies and programs as needed to address community needs, law enforcement activities, and service and resource gaps targeting violent offenders, at-risk youth, adults, and gang members.

Develop and implement a team resource coordination approach with Division of Community Corrections to provide referrals and follow-through to offenders in the PSN Notification process.

Track the short and long term effectiveness of referrals by maintaining a detailed database on all referrals and outcomes.

Establishes procedures for communication, reporting and contact tracking with law enforcement units, school personnel, and Department of Juvenile Justice, Division of Community Corrections and community members to identify at-risk individuals and target them for outreach.
Coordinates activities of the PSC Executive committee, collaborative task forces, community groups and other agencies to meet project requirements and ensure effective cooperation among partnering entities in an efficient manner and to reduce duplication of effort. Schedules, organizes and facilitates PSC Task Force meetings.

Coordinates with the PSC Executive Committee to schedule and conduct PSN Notification sessions.

Provides PSC information to law enforcement agencies, community, and media personnel. Plans and executes public relations activities. Prepares and conducts public presentations.

Advises and makes recommendations to law enforcement personnel on policy/procedure changes to target violent offenders and reduce gun and gang-related violence through intervention and prevention measures. Attends community and committee meetings to offer recommendations to citizen groups, task force members, partner agencies and department administrators. Provides advice and technical assistance as needed.

Serves as liaison to other Middle District of N.C. Project Safe Neighborhood programs. Participate in Middle District partnership activities. Assist with coordination and facilitation of PSC training as needed in Cabarrus County and Middle District activities. Represent Cabarrus County, the City of Kannapolis, and the participating law enforcement agencies at Project SAFE Neighborhood activities.

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

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

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

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

**ACCEPTABLE EXPERIENCE AND TRAINING:** Any combination of experience and training which provides the required knowledge, skills, and abilities.

**ADDITIONAL REQUIREMENT:**

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

1. What do you know about focused deterrence and efforts to reduce gun violence? (Work Perspective, Flexibility)

2. Tell us about yourself. (Oral Communications)

3. Can you tell us about your current or previous community activities in this area? (Work Perspective)

4. How does your previous experience and training relate to this position? (Oral Communication, Work Perspective)

5. What first step would you take to develop a cohesive team for our site? (Interpersonal Sensitivity, Work Perspective)

6. Tell us about your experience developing and conducting presentations to diverse audiences. (Interpersonal Sensitivity)

7. Describe your approach to present to a reluctant audience and give an example of how you would motivate individuals who may not see the benefits in focused deterrence. (Interpersonal Sensitivity, Flexibility)

8. Give us an example of a conflict you had with a supervisor or a co-worker and how you resolved the situation. (Flexibility, Assertiveness Skills)

9. How familiar are you with the city’s criminal justice agencies and the resources available to offenders involved in the criminal just system? (Work Perspective)

10. What is your understanding of grant opportunities and how can that be combined with this position? (Work Perspective)

11. What strengths of yours do you feel would be an asset to this agency? (Oral Communications, Flexibility)

12. What are the areas of this position that you feel would be a challenge? (Flexibility, Work Perspective)

13. If selected for this position, when would you be able to begin work? (Assertiveness Skills, Flexibility)

14. This position will require flexible hours to include evening and weekend work. Will that present a problem for you? (Assertiveness Skills, Flexibility)

15. Do you have any questions for us?
## ORAL INTERVIEW RATING FORM

### RESOURCE COORDINATOR

**Candidate:** _____________________________  
**Date:** ______________  **Time:** __________  
**Interviewer:** ____________________________

**COMMENTS:** __________________________________________________________________  
**TOTAL SCORE:** _______________

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**COMMENTS:** ___________________________________________  
**TOTAL SCORE:** _______________

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Appendix 2.4: Site Coordinator Hiring Interview and Exercises  
Source: Durham Police Department
Project Coordinator Written Exercise

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

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

Applicant Instructions
• Draft a hand written letter to the minister.
• Place your name on the outside of the envelope and ensure your name is on the letter.
• When finished, place this form and the letter in the envelope and seal it.
• Give all materials (envelope, tablet, and pencils) to the test proctor.
• No discussion with anyone during the exercise.
• You will be given 30 minutes to complete this exercise.
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rob.lang@usdoj.gov, 336-747-7506
Works Cited


Selected Community Engagement Resources for PSN

PSN-Related Websites

Project Safe Neighborhoods (PSN) website: http://www.projectsfeneighborhoods.gov

Weed and Seed and other community engagement resources, U.S. Department of Justice, Community Capacity Development Office website: http://www.ojp.usdoj.gov/ccdo

United States Attorneys Offices (listing of offices and links): http://www.usdoj.gov/usao/offices/index.html

Community Engagement in Planning


