



WCGPP
Wake County **Gang Prevention**
PARTNERSHIP

**PLAN TO PREVENT
YOUTH GANG ACTIVITY & VIOLENCE
IN WAKE COUNTY:
2006-2007 REPORT**

REPORT PREPARED BY:

WAKE COUNTY GANG PREVENTION PARTNERSHIP

June 11, 2007

WCGPP COMMITTEES, CHAIRS & CONTACT INFORMATION

If you are interested in learning more about any of these committees or want to become involved in one of their missions, please contact the committee chair.

Steering Committee guides the Partnership and committees in developing best practices programs and develops financial support.

Chair: Gibbie Harris – Wake County Human Services, gharris@co.wake.nc.us or Jennifer.M.Johnson@co.wake.nc.us

Community Mobilization Committee informs, educates and inspires community members to become active participants in achieving the Partnership's vision and mission.

Co-chairs:

Cary De la Osa – NC Office of the Governor, Hispanic/Latino Affairs, Cary.DelaOsa@ncmail.net
Ricardo Perez – Triangle Area Multicultural Community Advocate, perezr9@gmail.com

Opportunities Provision Committee works to develop a variety of specific education, training and employment programs for targeted youth.

Co-chairs:

Akiba H. Byrd, Sr. – One Village~One World, Inc., ahbs2004@yahoo.com
Matt Schnars – Haven House, mschnars@havenhousenc.org

Organizational Change and Development Committee designs the Partnership system by analyzing processes, evaluating effectiveness, and coordinating communication among and between committees.

Co-chairs:

Dave Barciz, dave.barciz@gmail.com
Yvonne Torres – Wake County HIV/STD Community Program, ytorres@co.wake.nc.us

Social Intervention Committee builds best practices capacity of youth-serving agencies and organizations to address prevention and intervention strategies for at-risk or gang-involved youth and their families.

Co-chairs:

Beth Nelson – CMH/SA Outpatient Community-Based Services, enelson@co.wake.nc.us
Amy Schafer – Healthy Mothers Healthy Babies Coalition of Wake County, aschafer@hmhb-nc.org

Suppression Committee develops and coordinates formal and informal efforts to deter gang involvement and criminal activities, dissolve gangs and remove individual gang members from Wake County.

Co-chairs:

Lt. Andy Nichol – Raleigh Police Department, Andy.Nichol@ci.raleigh.nc.us
Tony Cancel – Wake County Juvenile Crime Prevention Council, roxtone@nc.rr.com

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
WAKE COUNTY GANG PREVENTION PARTNERSHIP OVERVIEW	5
The Partnership’s Beginning	5
Our Partners.....	5
Partnership Adopts a Comprehensive, Evidence-Based Model	5
Update on Gang Activity & Violence in Wake County	6
Wake County Needs Identified & How They Are Being Met	7
How the WCGPP Organized Partners to Meet Needs	8
ACTION PLANS REALIZED IN 2006-2007	9
Steering Committee	9
Community Mobilization Committee	10
Opportunities Provision Committee	11
Organizational Change and Development Committee	12
Social Intervention Committee	13
Suppression Committee	14
ACTION PLANS PRIORITIZED FOR 2007-2008	15
APPENDIX	18
WCGPP Glossary	18
Weblinks & Telephone Information Numbers	20
WCGPP COMMITTEES, CHAIRS & CONTACTS	Front Inside Cover
WAKE COUNTY GANG PREVENTION PARTNERS	Back Inside Cover

EXECUTIVE SUMMARY

Wake County is one of the fastest growing areas in the country and continually ranks as one of America's best places to live. The county also is experiencing an escalating and growing youth gang problem, which could threaten quality of life and economic vitality in Wake County. This problem necessitates countywide concern and an immediate, comprehensive response. *Plan to Prevent Youth Gang Activity & Violence in Wake County: 2006-2007 Report* summarizes the Wake County Gang Prevention Partnership's response to this problem, its achievements in 2006-2007 and priorities for 2007-2008.

In 2003, the Wake County Gang Prevention Partnership (WCGPP) was established as an ad-hoc group to develop and implement a community-based, comprehensive plan to prevent youth gang violence, illegal activities and gang membership in Wake County. The Partnership has since grown from 17 to over 60 partners, representing diverse interests, backgrounds and geographic perspectives, with more joining monthly.

In February 2006, the Partnership launched its *Plan to Reduce Gang Activity & Violence in Wake County*. The plan was based on the US Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model: "A Guide to Assessing Your Community's Youth Gang Problem." The Partnership's plan outlines priorities, strategies and actions to achieve the WCGPP's vision and mission, with a focus on:

- Inclusive and multi-cultural community mobilization;
- Economic opportunities provisions for at-risk and gang-involved youth;
- Social interventions that reinforce pro-social values and increase accessibility to needed services;
- Formal and informal community-based and juvenile/criminal justice system-based gang suppression efforts; and
- Weaving together a cohesive network capable of producing and sustaining positive outcomes.

In January 2007, the Wake County Board of **Commissioners identified eight focus areas and 16 goals to address the opportunities and challenges posed by a rapidly growing urban county.** The Board considers these issues to be of significant and immediate importance to the community. One of the eight areas of focus is "safe communities." The Commissioners' goals included implementing the strategies from the Wake County Gang Prevention Partnership's 2006 plan and recommending an implementation plan that addresses the priorities outlined in the Wake County Community Assessment and Action Plan, which included "gang prevention" as a priority. In February 2007, **community members voted to make "youth violence, including gang prevention," one of four Wake County priorities** for fiscal year 2007-2008.

2006-2007 Accomplishments

The Partnership's six committees focused on accomplishing the action steps identified in the 2006 *Plan to Reduce Gang Activity & Violence in Wake County*. Below are examples of the Partnership's accomplishments:

- Attracted over \$100,000 of funding to Wake County and recently qualified to compete for a \$2.5 million federal grant for gang prevention, suppression and re-entry.
- Increased community awareness of the gang problem in Wake County by:
 - Implementing a bilingual media campaign.
 - Designing and distributing bilingual communication tools.
 - Training over 70 people to participate in the Partnership's Speakers' Bureau.
 - Making bilingual community education presentations to broad-reaching audiences.
 - Promoting the Partnership's Gang Info-Line.
- Increased capacity of existing youth-services providers to serve at-risk and gang-involved youth by:
 - Developing two, five-session training series, attended by 161 professionals.
 - Increasing the knowledge and skills of service providers participating in the training series. Pre- and post-testing data demonstrated significant results, including:
 - An increase from 49% to 94% who agree that they can now informally assess a youth's level of gang involvement.
 - An increase from 23% to 94% who agree they know best practice strategies to address gang issues that they can integrate into their service setting.
 - Creating the "Prevention Service Provider" and "Treatment Service Provider" peer-support and supervisions groups, which meet for case review and service-provider consultation.
- Conducted over 100 gang awareness and prevention presentations to community-based and grassroots organizations, schools and citizens groups.
- Brought in a nationally known consultant from the National Youth Gang Center who trained over 250 service providers, law enforcement officers, concerned residents and others.
- Developed collaborative relationships with JobLink and Youth Employment Systems.
- Developed new evidence-based and best practices intervention programs by the Wake County Public School System, El Pueblo and Haven House.
- Partnered with the Raleigh Police Department and the community to pilot *The CHOICE Project*, which seeks to provide non-violent drug dealers with opportunities to turnaround their lives and increase pro-social behaviors and positive lifestyle choices.
- Established the Law Enforcement Gang Intelligence Sharing Network in Wake County.
- Developed methods to measure the Partnership's effectiveness.

2007-2008 Priorities

The Partnership identified priorities for each of the six committees. Below are the key priorities for 2007-2008:

Steering Committee

- Formalize the Partnership's organization in order to effectively and efficiently address the strategic plan and meet the needs of the county, including hiring a full-time Partnership coordinator.
- Strengthen the Partnership's collaborations with the faith-community, Wake County Public School System, youth, re-entry organizations, and private sector.
- Facilitate regional and state-wide gang prevention conferences to coordinate and maximize each gang prevention coalition's efforts.
- Develop a strategic relationship with Durham's gang initiative to increase the competitiveness of the Partnership's joint application for a \$2.5 million U.S. Department of Justice grant.
- Increase the competitiveness of funding applications submitted by the Partnership or member organizations.
- Publish an annual report outlining yearly accomplishments and future priorities of the Partnership's strategic plan as it evolves based on new gang data and measurements of effectiveness.

Community Mobilization Committee

- Continue building relations that increase the knowledge, support and participation of all sectors of the community to increase the Partnership's ability to achieve its mission.
- Produce a bilingual gang awareness media campaign, including videos, television announcements and radio spots.
- Develop and implement more Gang Prevention Community Forums across Wake County to localize and broaden the Partnership's mission and goals.
- Expand the use of the Wake County Gang Prevention Gang Info-Line (919-256-0919).
- *To view the entire list of priorities for the Community Mobilization Committee, go to page 15.*

Opportunities Provision Committee

- Participate in the Capital Area Workforce Development Board's Five Year Strategic Planning process.
- Strengthen collaboration with chambers of commerce and local employers to increase youth employment and job-training opportunities.
- Work to develop, support and integrate the 360° TAP (Turn Around Project) model into targeted communities.
- Leverage and expand re-entry services to ex-offenders returning to Wake County communities, including job-readiness, transitional housing and permanent rental subsidies, intensive case management, substance abuse treatment, relapse treatment, mental health treatment, and other services including family support services.
- *To view the entire list of priorities for the Opportunities Provision Committee, go to page 16.*

Organizational Change & Development Committee

- Identify and reach out to universities and private research institutions to help measure the effectiveness of Partnership programs.
- Develop a "Gangs 101 & Resources" Guide.
- Significantly improve countywide gang-related data collection and analysis.
- *To view the entire list of priorities for the Organizational Change & Development Committee, go to page 16.*

Social Intervention Committee

- Implement a Gang Outreach pilot project to link gang-involved youth to pro-social activities and intervention and treatment services. Evaluate for possible expansion.
- Develop youth gang risk assessment strategies and indicators for determining the level of involvement in gang activity.
- Continue to increase the capacity of the existing youth services provider community to implement evidence-based and best practice prevention and intervention strategies to address gang risk factors and gang behavior with youth and their families in the community and in schools.
- *To view the entire list of priorities for the Social Intervention Committee, go to page 17.*

Suppression Committee

- Increase law enforcement participation in the Region 6 Gang Information Sharing meetings.
- Encourage all Wake County law enforcement agencies to participate in and receive training on the GANG NET database.
- Jointly and independently seek local, state and federal resources to increase the capacity of juvenile/criminal justice system, including personnel, data and intelligence sharing systems, secure spaces, and equipment.
- *To view the entire list of priorities for the Suppression Committee, go to page 17.*

WAKE COUNTY GANG PREVENTION PARTNERSHIP OVERVIEW

The Partnership's Beginning

In April 2003, ALPES (“Alianza Latina Pro Educación en Salud” – Latino Alliance for Health Education) presented to the Wake County Human Services Director information regarding the escalating youth gang problem in Wake County. Wake County Human Services brought together community leaders to establish the Wake County Gang Prevention Partnership (WCGPP). The ad-hoc partnership came together to develop and implement a community-based, comprehensive plan to prevent youth gang violence, illegal activities and gang membership in Wake County. The planning process involved an assessment of the gang problem in Wake County. In 2006, the Partnership published its *Plan to Reduce Gang Activity & Violence in Wake County*. This plan outlines priorities, strategies and actions to achieve the partnership’s mission and vision.

Vision Statement

Creating a community where youth and their families reject gangs and where gangs can no longer exist.

Mission Statement

To prevent youth gang activity and violence in Wake County through community mobilization, opportunities provision, social intervention, gang suppression, and organizational change and development.

Our Partners

Membership is open to any organization, agency or individual in Wake or surrounding counties committed to the Partnership’s vision and mission. A list of individuals, agencies and organizations participating in the Partnership appear on the inside-back cover. The WCGPP has grown from the original 17 partners in 2003 to over 60 partners. Each month, new partners join. The strength of the Partnership is its diversity of perspectives represented by its members.

Partnership Adopts a Comprehensive, Evidence-Based Gang Model

The *Plan to Reduce Gang Activity & Violence in Wake County* is based on the US Department of Justice’s Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model: “A Guide to Assessing Your Community’s Youth Gang Problem.” The OJJDP model is based on findings that suggest communities must integrate prevention, intervention and suppression strategic programs and activities to respond most effectively to the many aspects of the gang problem. The OJJDP model calls for these five specific strategy areas: **Community Mobilization, Opportunities Provision, Social Intervention, Suppression, and Organizational Change and Development.**

The Partnership’s strategic plan focuses on:

- Inclusive and multi-cultural community mobilization;
- Economic opportunities provisions for at-risk and gang-involved youth;
- Social interventions that reinforce pro-social values and increase accessibility to needed services;

- Formal and informal community-based and juvenile/criminal justice system-based gang suppression efforts; and
- Weaving together a cohesive network capable of producing and sustaining positive outcomes.

Update on Gang Activity & Violence in Wake County

Wake County is one of the fastest growing areas in the country and continually ranks as one of America’s best places to live. The county also is experiencing an escalating and growing youth gang problem, which could threaten quality of life and economic vitality in Wake County. This problem necessitates countywide concern and an immediate, comprehensive response.

Local law enforcement estimates that there are at least 2,000 validated gang members in Wake County and at least 12 primary street gangs, most of which are “youth gangs.” Numerous indications confirm that the number of youth gangs and gang members are growing in the county, and that these youth gangs are poised to become well-organized, well-disciplined, and more dangerous organizations as today’s leadership and organizational vacuums are filled.

Youth gang members tend to be male, between the ages of 13 and the mid-20s. African American and Hispanic/Latino youth are disproportionately overrepresented in gangs in the county. Approximately half of the gang members known to law enforcement grew up in this area.

Youth gang members are responsible for a wide range of crimes against persons and property throughout the county, including murder, aggravated assaults, and sale and distribution of illegal drugs. Risk and needs assessments completed by Juvenile Court Counselors for fiscal year 2005-2006 indicated an elevation in the number of youth involved in the juvenile court system who were regularly associating with gang members or involved in gangs themselves.

Although gang-specific crime data are not available, local law enforcement found that most robbery suspects and victims were found to be 25 years of age or younger, which fits within the age range of the county’s gang members. Local gang unit officers estimate that **of those robberies committed by youth between the ages of 15 and 25 years of age, half were gang-involved.** The amount of robberies committed by suspects ages 25 years or younger has increased significantly from 2006 to 2007.

Gang involvement and gang-related events are emerging issues for the Wake County Public School System (WCPSS). Providing a safe school environment for students, teachers, and the community is

Definition of Youth Gangs

“Youth gangs” are considered to be gangs comprised primarily of members at or below the age of 24 years.

Members typically “age out” of the gang with no further expectation of involvement, so they must continue to recruit younger members for their gangs to survive.

The North Carolina Gang Investigators Association defines a youth/street gang as:

“(a) A group or association of three or more persons who (b) may have a common identifying sign, symbol, or name, and who (c) individually or collectively engage in, or have engaged in, criminal activity that (d) creates an atmosphere of fear and intimidation.”

a priority for the school system. This is an issue the school system takes seriously. In the 2005 assessment conducted by the WCPSS, the district's high school principals expressed the greatest concern about perceived gang activity in their schools, although gang behaviors also have been observed in elementary and middle schools. Harassment, intimidation and bullying appear to be the most prevalent gang-related behaviors observed by principals. Between July 1, 2005 and March 9, 2007, approximately 500 students were suspended for violating the district's gang policy, of which four of five were short-term suspensions. One of five students received long-term suspensions for violating the district's gang policy. Less than 10% of the students attending alternative school settings were placements related to long-term suspensions for gang policy violations.

In 2005, the Partnership created the state's first 24-hour, multi-lingual gang prevention information line staffed by trained professionals (WCGPP's Gang Info-Line at 919-256-0919). Since then, concerned callers have requested information, such as how to: help their child leave a gang, determine if their child is involved in a gang, report suspected gang-related activity, and become better informed about gangs in Wake County. Calls to the Partnership's Gang Info-Line are monitored for trends and emerging problems.

Wake County Needs Identified & How They Are Being Met

A recurring theme among the Wake County Board of Commissioners, Human Services and Juvenile Crime Prevention Council is that the quality of life in Wake County is threatened by gang activity and violence, which supports the ongoing efforts of the Partnership.

At the **Wake County Board of Commissioners'** Planning Retreat on January 26, 2007, the Board **identified 8 focus areas and 16 goals to address the opportunities and challenges posed by a rapidly growing urban county.** The Board considers these issues to be of significant and immediate importance to the community. One of the eight focus areas is "safe communities." The Commissioners' goals included implementing the strategies from the Wake County Gang Prevention Partnership's 2006 strategic plan and for the Partnership to recommend an implementation plan that addresses the priorities outlined in the Wake County Community Assessment and Action Plan.

In February 2007, community members came together to learn about the top issues in the county, based on the recently completed 2006 Wake County Community Assessment. Based on this information, the community voted to focus on four priorities in fiscal year 2007-2008:

- Youth violence, including gang prevention
- Obesity
- Affordable housing
- Mental health continuum of care

Wake County Human Services conducted a strategic planning process in 2006. From that process, four goals were developed to be realized in its ten-year strategic plan. The four goals are:

1. "Ensure that every individual, family and community will have the opportunity to meet basic needs and thrive;"
2. "Eliminate differences based on race and ethnicity in public health, behavioral health, economic and social outcomes;"
3. "Anticipate and respond to threats to public health and safety," and

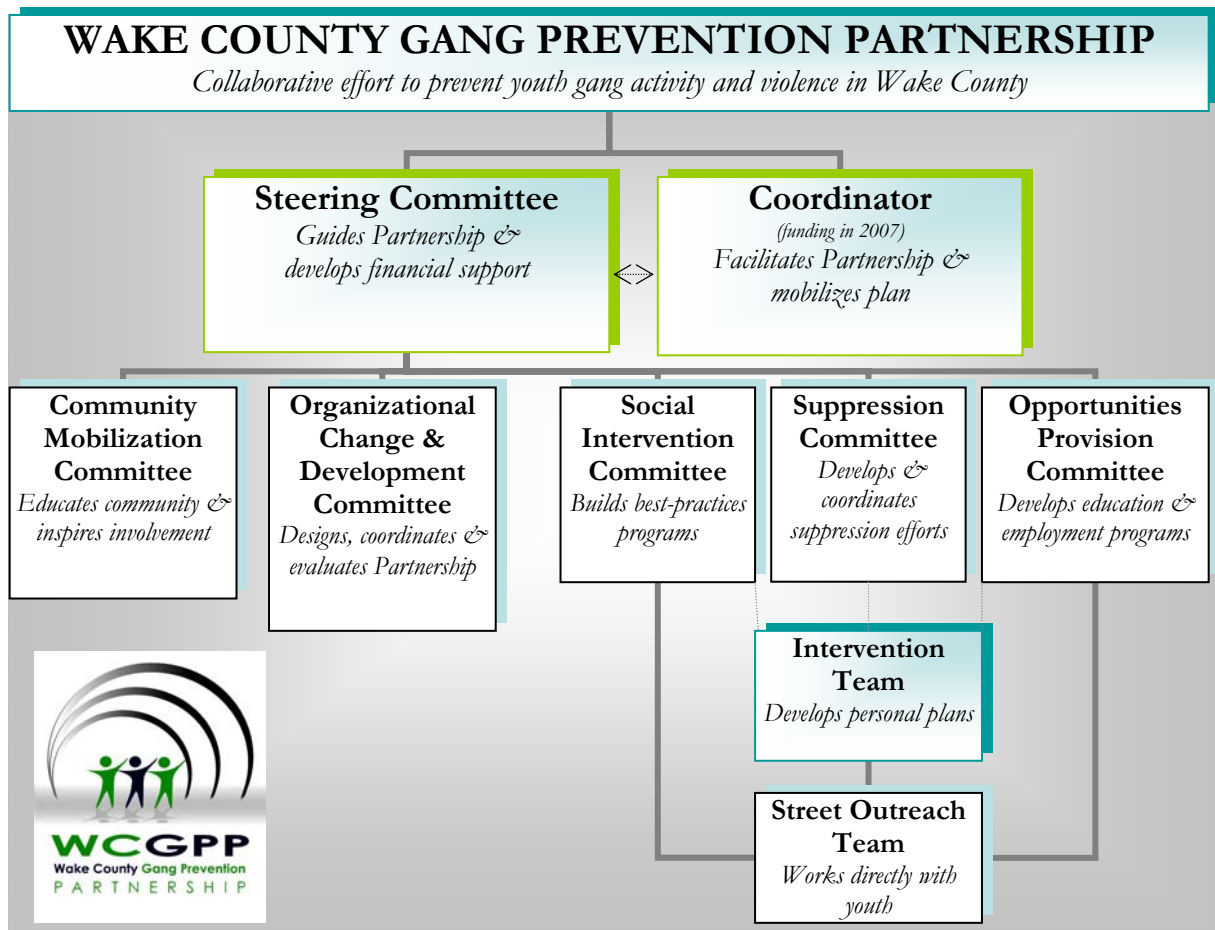
4. “Make decisions for improved outcomes based on the effective use of data.”

A gap identified by the **Wake County Juvenile Crime Prevention Council** in their 2006-2007 annual plan was the need to develop and strengthen effective and accessible alternatives to programs for youth suspended for gang-related activities.

In this WCGPP Report, you will learn how the Wake County Gang Prevention Partnership works to meet Wake County Commissioners’ Work Plan, the Wake County Community Assessment and Action Planning Priorities, the Wake County Department of Human Services’ goals, and the Wake County Juvenile Crime Prevention Council’s Plan.

How the WCGPP Organized Partners to Meet Community Needs

In March of 2006, the Wake County Gang Prevention Partnership introduced the working committee concept based on the five strategies of the OJJDP model. Each of the five working committees, along with the Steering Committee, developed a plan of action to meet its specific goals (*see below organizational structure*). Committees continually update their respective action plans based on data to ensure their activities are effective at achieving their stated goals. This annual report provides an overview of the Partnership’s strategic plan and each committee’s plan of action, along with a listing of the Partnership’s 2006-2007 achievements and 2007-2008 priorities.



ACTION PLANS REALIZED IN 2006-2007

Steering Committee Action Plan 2006-2007

GOALS

- Direct Partnership and committees in successful implementation of the strategic plan.
- Direct Partnership and committees in implementing best practices programs.
- Be a public voice of the Partnership in Wake County, the Triangle Area, and North Carolina.
- Develop financial support for Partnership and Partners' gang initiative programs.

KEY STRATEGIES & 2006 – 2007 ACCOMPLISHMENTS

- 1. Continuously update and implement the strategic plan for increased effectiveness.**
 - Guided and assured the implementation of the strategic plan through the committees and through the use of best practices (*see "2006-2007 Accomplishments" section for each committee*).
 - Guided Partnership and committees in the implementing and updating of the 2006 strategic plan.
 - Held monthly Steering Committee meetings and quarterly Partnership meetings.
- 2. Expand the capacity of the Partnership to achieve its vision and mission.**
 - Increased Partnership membership and broadened the diversity of interests, backgrounds and geographic representation.
- 3. Institute the use of best practices strategies and programs to meet the strategic plan.**
 - Consistently and successfully challenged each committee to use best practices, when available, to achieve their goals.
- 4. Develop relationships with local, regional and state-wide gang prevention initiatives to develop and share effective strategies to achieve our vision and mission.**
 - Established a collaborative working relationship with Charlotte's "Gang of One Program," which is part of the Charlotte/Mecklenburg Police Department.
- 5. Develop financial support to achieve Partnership's vision and mission.**
 - JCPC awarded a total of \$92,268 to two WCGPP-supported programs.
 - Partnership awarded \$15,000 from US Attorney's Office – Eastern North Carolina, for increasing community awareness of gang activity and violence.
 - Applied for and was selected to compete for \$2.5 million in gang prevention, suppression and re-entry federal funding.
 - Maintained the Partnership's Gang Info-Line (919-256-0919) through grant funding and partnership contributions.

Community Mobilization Committee Action Plan 2006-2007

GOALS

- Inform and update residents, authorities and officials about gangs and WCGPP's efforts.
- Engage and inspire local residents, community groups and agencies to participate in gang deterrence-type activities.
- Seek endorsement and ongoing support from state and local, policy & decision makers.

KEY STRATEGIES & 2006 – 2007 ACCOMPLISHMENTS

1. Develop campaigns and media to inform the community.

- Developed two presentations: “Wake County: Making It Gang Free” and “El Condado de Wake: Creando una Comunidad Libre de Pandillas.”
- Published and distributed bilingual posters and flyers to support various Partnership activities.
- Developed a web-based community calendar for WCGPP events and activities, “NCNeighbors.com/3410.”
- Created a Speakers Bureau Training Program and trained 70 presenters.
- Developed working relationships with local and national, bilingual TV and radio media partners for Public Service Announcements (PSA's).
- Published articles in local periodicals promoting the goals and efforts of WCGPP.

2. Increase number of Partnership members and mobilize community in gang reduction activity.

- Provided community awareness presentations to a wide spectrum of Anglo, African-American and Hispanic/Latino business and civic organizations and encouraged their involvement in the Partnership.
- Assisted in the development and implementation of a two-part Eastern Wake County Community Gang Awareness Forum that was attended by 250 and 150 participants respectively.
- Assisted in the creation of the Eastern Wake County Gang Partnership, which is modeled after the WCGPP and will work collaboratively with the Partnership.
- Maintained and promoted the Partnership's Gang Info-Line (919-256-0919).

3. Provide policy-makers and community leaders with updates on gang-related data and Partnership activities and seek support of Partnership's vision, mission and strategies.

- Presented information about the Partnership and its activities, and Wake County gangs to and gained support from Wake County representatives and officials (elected and non-elected) of various municipalities, the Governor's Office of Hispanic / Latino Affairs and the Hispanic/Latino Advisory Council, and staff members of U.S. Representatives David Price and Bob Etheridge.

Opportunities Provision Committee Action Plan 2006-2007

GOALS

- Develop a variety of specific education, training and employment programs for targeted youth.

KEY STRATEGIES & 2006 – 2007 ACCOMPLISHMENTS

- 1. Increase job-related education opportunities (including special education, vocational skills and readiness training) within the context of regular programming for targeted youth.**
 - Developed collaborative relationships with local youth workforce development programs that provide vocational training and alternative educational programs to targeted youth.
 - Developed a partnership with the local JobLink System to increase job opportunities for targeted youth.
 - Worked collaboratively with the local JobLink system to engage employers who may provide job opportunities to targeted youth.
- 2. Increase involvement of grassroots organizations (including faith-based) in the training, educational and job development programs for targeted youth.**
 - Held meeting with identified educational and grassroots partners to build collaborative relationships and to share the Partnership's vision and mission.
 - Identified and developed a working relationship with Workforce Investment Act (WIA) youth programs in Wake County.
- 3. Increase involvement of community organizations to initiate alternative tutoring, remedial education, job-development and placement programs for targeted youth.**
 - Collaborated with the Wake County Continuum of Care to draw funding for community-based organizations that provide housing support and assistance to targeted communities and families where high levels of social disorganization exist.
 - Partnered with the Raleigh Police Department and the community to pilot *The CHOICE Project*, which seeks to provide non-violent drug dealers with opportunities to turnaround their lives and increase pro-social behaviors and positive lifestyle choices.
 - Initiated new best-practices programs: AGAPE (Adolescent Gang Awareness and Prevention Education) Program, which is a partnership between the Wake County Public School System and El Pueblo (Latino Advocacy Group), and Haven House's Second Round Program.
- 4. Develop financial support to sustain job-related educational opportunities for targeted youth.**
 - Capital Area Workforce Development Board drew down over \$900,000 for education and job-related activities for youth to be implemented through the Workforce Investment Act.

Organizational Change and Development Committee Action Plan 2006-2007

GOALS

- Develop evaluation tools to analyze the effectiveness of policies and procedures.
- Coordinate activities between various committees.
- Determine needs and find means or new members to fill committee needs.

KEY STRATEGIES & 2006 – 2007 ACCOMPLISHMENTS

1. Develop and coordinate the means necessary to implement the prevention, intervention and suppression strategies to achieve the Partnership’s vision and mission.

- Coordinated the work within the Partnership, which evolved into the “Committee Needs Inventory” and the “Personal Skills Inventory.” Both assessments were used to encourage Partners to join committees where they would be most effective.
- Developed Liaisons and “Helping Guides” to coordinate information among the various committees.
- Coordinated and developed work around the “Community Resource Form.” This form made it possible for the Partnership to tap into non-Partner human and organizational assets, such as staffing, equipment, facilities and funding.
- Created the “Speaker Request” form to enable the Partnership to match the most appropriate speaker for presentations on gang awareness to a specific audience.

2. Measure effectiveness of Partnership through evaluation tools.

- Developed the “Input and Feedback” form to ensure the Partnership’s quarterly meetings meet the needs of Partners.
- Developed the “Speaker Evaluation” form to gauge the effectiveness of the speaker representing the Partnership to her/his audience.
- Updated the Partnership’s Gang Info-Line process and training manual, and provided training to the staff responsible for answering the line.

3. Conduct ongoing comprehensive research regarding gang-related issues in Wake County.

- Actively working to engage universities and private research institutions to form partnerships with the WCGPP.
- Actively working to involve researchers in evaluating the WCGPP’s strategic plan outcomes.
- Continuously researching best practices and providing feedback regarding local efforts.
- Continuously linking the WCGPP to long-term studies of national programs that can effectively reduce risk factors and increase protective factors for gang-involved youth in Wake County.
- Actively working to develop a system of evaluation for capacity-building of organizational programs that serve targeted youth and their families.

Social Intervention Committee Action Plan 2006-2007

GOAL

- Provide youth and their families with an array of services that will assist them in adopting pro-social values and access to organizations that will meet their social, educational, and vocational needs including health, housing and income needs.

KEY STRATEGIES & 2006 – 2007 ACCOMPLISHMENTS

- 1. Increase the capacity of the existing youth services provider community to implement evidence-based and best practice prevention and intervention strategies to address gang risk factors and gang behavior with youth and their families in the community and in schools.**
 - Developed two (5-session) training series targeting youth service providers that addressed prevention and intervention best practices strategies and evidence-based programs, attended by 161 professionals. *This series addressed needs identified in the initial gang assessment, which showed that while many youth serving agencies were serving at-risk or gang-involved youth, they reported a lack of knowledge and expertise about what is effective to achieve positive outcomes.*
 - Increased the knowledge and skills of service providers participating in this training series. Pre- and post-testing of these youth service providers showed an increase in several categories. Significant findings included:
 - An increase from 49% to 94% who agree that they can now informally assess a youth's level of gang involvement.
 - An increase from 23% to 94% who agree they know best practice strategies to address gang issues that they can integrate into their service setting.
 - Established “Prevention Service Provider” and “Treatment Service Provider” peer-support and supervision groups. Groups continue to meet monthly for case review and consultation.
 - Organized a Gang Outreach Intervention Training for 250 service providers, youth ministers, school personnel and law enforcement professionals with Victor Gonzalez, a nationally-known National Youth Gang Center consultant. Training focused on engaging and working with youth involved with gangs and gang activity.
- 2. Increase awareness and accessibility of available resources and activities for youth and families.**
 - Continuously communicate resource opportunities with youth service providers.
 - “Prevention Service Provider” and “Treatment Service Provider” peer-support and supervision groups continue to meet monthly to share resources.
 - Youth-service providers for the AGAPE and Second Round Programs were funded for two years to provide youth gang violence prevention and intervention services.

3. **Identify and obtain financial support to sustain the ongoing work of service providing organizations.**
 - Wake County Local Managing Entity (LME) for Mental Health (MH), Developmental Disability (DD), and Substance Abuse (SA) services identified Child MH/SA funds for Youth Gang Outreach Intervention and Treatment Project. Developed strategy for Child MH/SA providers to integrate strategies that address gang activity into billable service definitions.
 - WCPSS received Governor’s Crime Commission funding for training on prevention and intervention strategies.
 - Fuquay-Varina Citizens Against Drugs Weed & Seed identified funds for four Fuquay-Varian Police Officers to attend training on the Gang Resistance, Education and Training (GREAT) Program.

Suppression Committee Action Plan 2006-2007

GOAL

- Minimize the presence, illegal activities and violence of youth gangs in Wake County through formal and informal suppression efforts.

KEY STRATEGIES & 2006 – 2007 ACCOMPLISHMENTS

1. **Increase capacity of the Wake County criminal/juvenile justice system to identify and suppress youth gang violence and membership.**
 - Established the Law Enforcement Gang Intelligence Sharing Network in Wake County.
 - Held formal, bi-monthly meetings among the Raleigh Police Department, the Wake County Sheriff’s Office and a dozen other Wake County law enforcement agencies.
 - Held regular meetings with Region 6 law enforcement officers (who represent 10 counties) and the North Carolina Gang Investigators Association. Ultimately, 30 law enforcement agencies will become the beneficiaries of this alliance.
2. **Provide assistance both formally and informally to elected officials, Wake County community based agencies, grassroots agencies, and schools to identify and suppress youth gang violence and membership.**
 - Conducted 108 gang awareness and prevention presentations to community-based and grassroots organizations, schools and citizens groups.
3. **Provide information concerning the benefits of legislation necessary to provide funding for gang prevention, intervention and suppression efforts.**
 - Provided information about the Wake County gang problem and the Partnership’s prevention, intervention and suppression efforts to decision-makers, when requested.

ACTION PLANS PRIORITIZED FOR 2007-2008

Steering Committee Priorities for 2007-2008

- Formalize the Partnership's organization in order to effectively and efficiently address the strategic plan and meet the needs of the county, including hiring a full-time Partnership coordinator.
- Strengthen the Partnership's collaborations with the faith-community, Wake County Public School System, youth, re-entry organizations, and the private sector.
- Facilitate regional and state-wide gang prevention conferences to coordinate and maximize each gang prevention coalition's efforts.
- Develop a strategic relationship with Durham's gang initiative to increase the competitiveness of the Partnership's joint application for a \$2.5 million U.S. Department of Justice grant.
- Increase the competitiveness of funding applications submitted by the Partnership or member organizations.
- Publish an annual report outlining yearly accomplishments and future priorities of the Partnership's strategic plan as it evolves based on new gang data and measurements of effectiveness.

Community Mobilization Committee Priorities for 2007-2008

- Continue building relations that increase the knowledge, support and participation of all sectors of the community to increase the Partnership's ability to achieve its mission.
- Update the Partnership's gang presentations: "Wake County: Making It Gang Free" and "El Condado de Wake: Creando una Comunidad Libre de Pandillas."
- Increase the capacity of the "Gang Prevention Speakers Bureau" by orienting and certifying more presenters.
- Develop and implement more Gang Prevention Community Forums across Wake County to localize and broaden the Partnership's mission and goals.
- Build and maintain relationships with a wider variety of media outlets.
- Implement a media campaign that reaches out to the African-American, Hispanic and general, at-large communities through the production of bilingual gang awareness videos, television announcements and radio spots.
- Build a relationship with The Self Reliance Foundation in Washington, D.C., to promote the Partnership's efforts and activities.
- Expand the use of the Wake County Gang Prevention Gang Info-Line (919-256-0919).

Opportunities Provision Committee Priorities for 2007-2008

- Participate in the Capital Area Workforce Development Board's Five Year Strategic Planning process.
- Improve collaborative relationships among Workforce Investment Act (WIA) Youth Service Providers in Wake County.
- Educate public and private funders about the effectiveness of strategies that seek to provide job-related educational opportunities for older youth who leave gangs.
- Strengthen collaboration with chambers of commerce and local employers to increase youth employment and job-training opportunities.
- Work to develop, support and integrate the 360° TAP (Turn Around Project) model into targeted communities.
- Leverage and expand re-entry services to ex-offenders returning to our community, including job-readiness, transitional housing and permanent rental subsidies, intensive case management, substance abuse treatment, relapse treatment, mental health treatment, and other services including family support services.

Organizational Change and Development Committee Priorities for 2007-2008

- Assist with the reorganization of the Steering Committee to better guide the Partnership.
- Identify and reach out to universities and private research institutions to help measure the effectiveness of Partnership programs.
- Develop a "Gangs 101 & Resources" guide.
- Significantly improve countywide gang-related data collection and analysis.

Social Intervention Committee Priorities for 2007-2008

- Implement a Gang Outreach pilot project to link gang-involved youth to pro-social activities and other available treatment and intervention services. Evaluate for possible expansion.
- Develop youth gang risk assessment strategies and indicators for determining the level of involvement in gang activity.
- Develop resource list of those programs and services with staff trained in prevention and intervention strategies for youth gang activity.
- Continue to increase awareness and accessibility of available resources and activities for youth and families.
- Continue to increase the capacity of the existing youth services provider community to implement evidence-based and best practice prevention and intervention strategies to address gang risk factors and gang behavior with youth and their families in the community and in schools.
- Identify and obtain financial support to sustain the work of service providing organizations.

Suppression Committee Priorities for 2007-2008

- Increase the amount of informal gang suppression efforts within the community.
- Increase law enforcement participation in Region 6 Gang Information Sharing meetings.
- Encourage all Wake County law enforcement agencies to participate in and receive training on the GANG NET database.
- Identify a gang training grant through Project Safe Neighborhood to provide gang training to 49 Wake County School Resource Officers and 11 law enforcement officers who represent smaller departments in the county.
- Seek local, state and federal resources to increase the capacity of the juvenile/criminal justice system and community partners to develop effective anti-gang solutions that are comprehensive, integrated, and information-driven in their approach.

APPENDIX

WCGPP Glossary

Best Practice – a practice or approach that is generally accepted as a successful intervention currently believed to improve consumer outcomes. The Partnership supports initiatives that are research-based, data-driven and outcome-focused.

Community Mobilization – the **involvement** of local residents, community groups and agencies, **and the coordination of programs** and staff functions within and across **agencies**. *(Source: OJJDP)*

DJJDP (North Carolina Department of Juvenile Justice and Delinquency Prevention) – provides public safety and juvenile delinquency prevention, intervention, and treatment. It operates as a seamless, comprehensive juvenile justice system that: (1) supports the efforts of community leaders working to reduce juvenile crime and prevent juvenile delinquency; (2) emphasizes accountability and appropriate sanctions in programs and services; (3) acquires and channels resources to communities to be more effective and efficient; (4) supports the operation and local leadership of Juvenile Crime Prevention Councils; (5) manages and operates the infrastructure of the juvenile justice system, and (6) develops and maintains a juvenile justice information system that enhances data-driven decision making throughout the entire juvenile justice system.

Evidence-based Practice – a type of best practice established and supported by scientific evidence.

Gang Intervention Programs – programs that help reduce the criminal activities of gangs by **coaxing youth away from gangs** and reducing criminality among gang members. These programs **provide alternative opportunities** for youth **and apply rehabilitative measures** (i.e. behavioral health treatment services) and focus primarily on short-term, immediate actions such as crisis intervention, counseling or education/job skills training. *(Source: OJJDP)*

Gang Prevention Programs – programs that typically focus on ways to attempt to **keep youth from joining gangs**, but might also seek to interrupt gang formation. A **variety of strategies** have been employed to prevent youth involvement in gangs, including community-based organizations, early childhood programs, school-based programs, and local clubs and organizations providing after-school programs that improve conditions for youth. *(Source: OJJDP)*

Gang Suppression Programs – programs that are either formal or informal in structure that call for social control procedures of the justice systems and community agencies and groups. **Suppression programs use the full force of the law** generally through a combination of **police, prosecution, and incarceration** to deter the criminal activities of entire gangs, dissolve them, and remove individual gang members by means of prosecution and incarceration. *(Source: OJJDP)*

JCPC (Juvenile Crime Prevention Councils) – is composed of members appointed by the County Board of Commissioners who represent law enforcement, the juvenile court system, school system, health and social services, the county manager’s office, the faith community, business, non profits, and volunteers from the community. It plays a lead role in planning with community service provider, the court system, the school system, and youth about ways to reduce juvenile crime and delinquency, making our community safer for all residents.

Organizational Change and Development – involves the **development and implementation of policies and procedures** that result in the most **effective use of** available and potential **resources**, within and across agencies, to better address the gang problem. *(Source: OJJDP)*

“Pandillas” – the Spanish language translation for “Gangs.” Other synonyms include “Bandas” and “Gangas.”

School Resource Officer (SRO) – Law enforcement personnel, based at Wake County Public Schools, specifically trained to work with school authorities and students.

Social Intervention – involves **youth-serving agencies**, schools, grass-roots groups, faith-based organizations, police, and other juvenile and criminal justice organizations **reaching out and acting as links among gang-involved youth, their families and the community** and needed services. *(Source: OJJDP)*

Street Outreach Program – The role of the street outreach worker is to “reach out” to the target population and link them to services available in the community and to mainstream institutions of which they may be skeptical. The specific goals are to reach out to gang-involved youth in the target area and recruit and retain them in the project by providing access to resources, pro-social role modeling, and encouragement.

Wake County Gang Prevention Partnership – is the coordinated effort of agencies, organizations and individuals who work to create a community where youth and their families reject gangs and where gangs can no longer exist. Through involvement with the Partnership, these agencies, organizations and individuals become more knowledgeable about prevention, intervention and suppression strategies and network to form a more efficient and effective community-response to gangs. Partners commit to help promote and incorporate best practices in community mobilization, opportunities provision, social intervention and gang suppression strategies that fit their mission and the people they serve.

Youth Service Providers – those who work with youth in a **formal or professional relationship**. These include but are not limited to: Youth Ministers, Prevention Program Specialists, Parks & Recreation staff, after school program staff, faith-based program staff, and mental health and substance abuse treatment providers.

(Youth) Gang – a group or association of (a) three or more persons who (b) may have a common identifying sign, symbol, or name, and who (c) individually or collectively engage in, or have engaged in, criminal activity that (d) creates an atmosphere of fear and intimidation. *(Source: NC Gang Investigators Association)*

Weblinks

To view the *Plan to Reduce Gang Activity & Violence in Wake County – 2006* or its **Appendix**, go to:

<http://www.wakegov.com/humanservices/partnerships/gangprevention/default.htm>

To view the **Partnership's on-line calendar** with basic information on meeting dates and events, go to: <http://www.ncneighbors.com/3410>

To view information about the **Wake County Assessment's** four priorities, go to:

<http://wakegov.com/humanservices/about/communityassessment/2006/default.htm>

To access the **National Youth Gang Center Strategic Planning Tool**, which lists evidence-based programs, best practice strategies, and risk factors for gang involvement, go to:

<http://www.iir.com/nygc/tool/>

For information about **North Carolina Department of Juvenile Justice and Delinquency Prevention (DJJDP)** and **Juvenile Crime Prevention Councils (JCPC)**, go to:

<http://www.ncdjdp.org/>

Telephone Information Numbers

To access the Wake County Gang Prevention Partnership's **Gang-Info Line**, please call **(919) 256-0919**.

To report gang activity or crimes anonymously, please call the **CrimeStoppers Tip-Line** at **(919) 226-CRIME (226-2746)**.

To report graffiti in Raleigh, please call the **Graffiti Removal Line** at **(919) 831-6001**.

For **telephone referrals** for services and contact information of local non-profits, please call **2-1-1**.

In the event of any **emergency**, please immediately call **9-1-1**.

WAKE COUNTY GANG PREVENTION PARTNERS

FOUNDING PARTNERS

4-H Youth Development	HopeLine
Alianza Latina Pro-Educación en Salud (ALPES)	Interact
Boys & Girls Clubs of Wake County	Raleigh Police Department
Cary Police Department	South East Raleigh Weed & Seed
Centro para Familias Hispanas/Catholic Social Ministries	Triangle United Way
El Pueblo, Inc.	Wake County Human Services
Fuquay-Varina Citizens Against Drugs	Wake County Juvenile Crime Prevention Council (JCPC)
Fuquay-Varina Police Department	Wake County Sheriff's Office
Healthy Mothers Healthy Babies Coalition of Wake County	

PARTNERS

Apex Police Department	NC State Advisory Council on Juvenile Justice and Delinquency Prevention
Barciz, Dave	NCSU/Recreational Resource Services
CFDL/NFL – Carolina Football Development League, Inc.	Passage Home
Cary Parks & Recreation Department	Perez, Ricardo – Triangle Area Multicultural Community Advocate
Curtis Media Group	Qué Pasa – Spanish Newspaper and Radio
East Wake News	Radio One WQOK-K97.5 FM
Easter Seals UCP NC	Raleigh Parks & Recreation Department
Eastern Regional Center	Re-Entry, Inc.
Faith Baptist Church, Knightdale	Self Reliance Foundation
Fuquay Youth Initiative	Shaw University
Garner Parks & Recreation Department	Southlight
Garner Police Department	Strengthening the Black Family
Garner Road YMCA	T44 Telemundo - Spanish Television
Haven House	Triangle Family Services
Hip Hop Haven	Triangle Lost Generation Task Force
Knightdale Chamber of Commerce	UNC – Chapel Hill School of Nursing
Knightdale Public Safety	US Attorney's Office – Eastern District of NC
La Conexión – Spanish Newspaper	Visions of Hope
La Ley 96.9 FM – Spanish Radio	Wake County Public School System
Mothers Against Gangs & Injustice in Our Community (MAGIC)	Wake County Smart Start
Methodist Home for Children	WakeMed
Morrisville Police Department	Wendell Chamber of Commerce
North Carolinians Against Gun Violence	Wendell Police Department
NC Attorney General's Office	Zebulon Chamber of Commerce
NC Department of Juvenile Justice and Delinquency Prevention	Zebulon Parks and Recreation
NC Governor's Crime Commission	Zebulon Police Department
NC Office of the Governor, Hispanic/Latino Affairs	

More people and organizations join the Partnership each month. Our apologies to any person or organization that we unintentionally omitted from this list.

