

U.S. Department of Justice
Office of Justice Programs
Office for Victims of Crime



SPECIAL REPORT
163389

Victims of Gang Violence: *A New Frontier in Victim Services*

**A Report, Recommendations,
and Action Plan of the
Victims of Gang Violence Planning Group**

October 25, 1996

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VICTIMS OF GANG VIOLENCE: A New Frontier in Victim Services

A Report, Recommendations,
and Action Plan of the
Victims of Gang Violence Planning Group

Facilitated by
Anne Seymour

Sponsored by the
Office for Victims of Crime

October 25, 1996

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A MESSAGE FROM THE DIRECTOR OF THE OFFICE FOR VICTIMS OF CRIME

The Office for Victims of Crime (OVC) was authorized by the 1984 Victims of Crime Act (VOCA) to administer the Crime Victims Fund (Fund) which is derived from fines and penalty assessments leveled against federal criminal offenders. OVC has distributed over \$1.9 billion to crime victims programs since 1985 and supported diverse projects to improve services to our nation's victims of crime. This past fiscal year, the Fund provided substantial support for nearly 2,500 victim assistance programs around the country, such as battered women's shelters, rape crisis centers, and children's advocacy centers.

Responding to the recent increase in youth and gang-related violence, Associate Attorney General John R. Schmidt requested OVC to convene a planning group to discuss the unique needs of victims of gang violence and assess available services. Providing justice and healing to victims and survivors of gang-related crime is a top priority for the President and Attorney General of the United States.

Twenty years ago, fewer than half our cities reported gang activity. A generation later, 95 percent of our largest cities and 88 percent of smaller cities suffer gang-related crime. Eighty-nine percent of all cities recently reported that their gang problem was the same or getting worse. In one recent year, gangs committed more than 580,000 serious crimes.

These crimes exact a toll of tremendous physical and emotional pain from individuals, families, and entire communities. We are learning more about gangs and their activities, but know little about the individuals whose lives they so quickly and tragically change--*the victims and survivors of gang violence*. These victims face additional, special problems not confronted by most other crime victims.

This special report, ***VICTIMS OF GANG VIOLENCE: A New Frontier in Victim Services***, represents the collective knowledge, expertise, and real life experiences of diverse professionals, victims, and volunteers who respond daily to the devastating aftermath of gang activity around the country. It provides a road map of needed services and suggests mechanisms for implementing comprehensive new programs to assist gang violence victims.

The report of the Victims of Gang Violence Planning Group reflects the extraordinary vision and hard work of the Planning Group members and their talented facilitator, Anne Seymour. Their continuing commitment to the work of this office and to these crime victims is vital to the

success of our efforts. Additional thanks go to OVC staff members Donna Ray, Sharon English, Katia Garrett, and GiGi Corral who assisted with coordinating the project.

The work of the Planning Group is an important first step in OVC's efforts to improve services provided to victims of gang violence. This report provides a starting point to assist the Administration, the Justice Department, and OVC in decisions about:

- Developing victim-centered programs;
- Evaluating existing programs and the most efficient deployment of current and/or additional resources;
- Strengthening existing services and initiatives to meet the needs of gang violence victims;
- Determining whether legislative reforms are needed; and
- Assessing prevention and law enforcement programs to reduce gang violence.

Input from those represented on the Planning Group, as well as other knowledgeable individuals who face these issues on a daily basis, will be sought on a regular basis throughout the development and implementation of efforts in this area. We have begun to move down an important road -- and we must keep the momentum going.

Aileen Adams
Director

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VICTIMS OF GANG VIOLENCE--A NEW FRONTIER IN VICTIM SERVICES

EXECUTIVE SUMMARY

Over the past decade the proliferation of gang violence in the United States has received considerable attention from criminal justice professionals concerned about the rising tide of gang violence. This violence affects medical professionals who respond to the flood of critical injuries associated with gang-related violence and entire communities whose residents are deeply concerned. While much discussion and effort have focused on the prevention, intervention, and suppression of gang violence, too little attention has been paid to those who are most affected by its tragic impact: *the victims of gang violence*.

Often lost within the system and sometimes blamed for gang-related crimes for which they hold no responsibility, victims of gang violence frequently receive limited support and experience significant barriers to justice and healing. Their social, cultural, and systemic alienation produces fear, anger, frustration, and confusion when they are brutally injured by, caught in the crossfire of, or lose a loved one to gang violence.

Recognizing that the needs and concerns of this underserved victim population merit special attention, the Office for Victims of Crime (OVC) convened two Planning Group meetings on May 17 and August 14, 1996. The participants included several victims and survivors of gang violence, as well as victim advocates who work closely with prosecutor and law enforcement programs, and representatives from the judiciary, corrections departments, and relevant federal agencies--all of whom provide assistance to victims of gang violence.

The goals of these meetings were to:

- Examine the unique characteristics of victims of gang-related violence;
- Identify the “promising practices” in assisting these victims;
- Consider establishing a national network of gang violence victims and service providers, similar to the highly successful programs initiated by Mothers Against Drunk Driving (MADD) and Parents of Murdered Children and Other Survivors of Homicide Victims (POMC);

- Generate ideas regarding how the federal government can provide leadership and support for efforts to assist victims of gang violence; and
- Formulate an action plan for accomplishing the recommendations of the Planning Group.

Unique Characteristics of Victims, Survivors, and Witnesses of Gang-related Violence.

Planning Group participants indicated a number of unique aspects of gang violence victimization:

- Gang violence victims often live with or among the perpetrators of their crimes, similar to victims of domestic violence. Thus, they experience a complex reaction to their victimization.
- Victims and witnesses fear the entire gang, as opposed to a sole perpetrator.
- Victims and witnesses are frequently intimidated into not cooperating with the criminal justice system.
- Although some victims are gang members who “contribute” to violence, many victims and survivors who do not confront a lack of sympathy and services from the criminal justice system because of inferences that they have contributed to the crime in some way, such as their “choice” to live in a gang-ridden neighborhood.
- Most communities do not provide any funding, such as relocation assistance, to help ensure the safety of gang violence victims and do not have effective victim assistance programs for them.

Current “Promising Practices” in Victim Assistance

Working on the front lines of victim and witness assistance in areas confronted with gang-related violence, the Planning Group participants provided some compelling examples of what appears to be working--programs that could be replicated in other communities:

Comprehensive Victim Assistance Program for Victims of Gang Violence

One “promising practice” is **The Gang Victim Services Program in Orange County, California**. It offers a full range of services and multilingual, multicultural support to victims and survivors of gang violence. Five victim advocates work closely with the District Attorney’s gang investigators and vertical prosecution team, as well as with municipal law enforcement agencies, to ensure that comprehensive services are provided. The program provides:

- Emergency crisis response;
- Death notification;
- Accompaniment of survivors to emergency rooms;
- Orientation to coroner procedures and policies;
- Autopsy information;
- Assistance with burials and funerals;
- Crime scene clean-up;
- Intervention with employers and the media;
- Advocacy and accompaniment throughout the criminal justice process;
- Referrals for counseling services;
- Assistance in obtaining victim compensation;
- Orientation to post trial services, such as how to obtain notification of the offender’s status and parole hearings; and
- Training for service providers, such as emergency medical and hospital personnel, regarding effective and sensitive responses to gang victims.

Hospital-Based Intervention and Prevention Program

Another “promising practice” is **Teens on Target**, a hospital-based gang violence reduction program in Los Angeles and Oakland, California. It provides immediate and long-term assistance to teenage victims, intervention with gang members who accompany victims to emergency rooms, and gang prevention strategies for schools. The program uses trained peer counselors, many of whom are in wheelchairs because they, too, were victims of gang violence. These counselors give bedside support to injured teens and act as positive role models, providing alternatives to violence.

During each hospital visit, the peer counselor provides a one-on-one review of the violent crime that led to the hospitalization and explores alternative strategies for dealing with violent incidents; shares coping skills and support systems; helps to develop a plan for staying safe; and sets up ongoing peer support to help the victim not rejoin the gang culture. If gang members accompany a victim to the emergency room, peer counselors encourage them not to pursue violent responses. This program received the 1996 Crime Victim Service Award, the highest federal honor for victim advocacy.

School-based Violence Prevention and Victim Assistance Program

Victims Services, Inc., offers school-based programs in New York City to educate students, faculty, and family members how to cope with and avoid crime, including gang violence, that pervades their daily lives. These programs operate in coordinated fashion within a number of schools, with the particular needs of each community in mind. They include:

- A 20-lesson anti-violence curriculum offered in ten schools. The curriculum addresses gang violence, as well as bias-related incidents, domestic violence, and child abuse.
- Safe Harbors, a safe room in the school where students, faculty, and families can find counseling and support groups, including ones addressing gang violence.
- Project SMART, a peer mediation/conflict resolution program that teaches students, faculty, and parents alternatives to violence. It has been effectively used in resolving disputes between rival gangs.
- Training in crisis intervention and victim assistance for parents, including how to support kids who witness or experience violence.

Community Anti-violence Programs Sponsored by Victims of Gang Violence

Many effective victim assistance programs have been organized around the country by victims of gang violence. For example, **Save Our Sons and Daughters (SOSAD)** is a nonprofit grassroots organization founded in 1987 by Clementine Barfield, whose 16-year-old son, Derrick, was killed in the summer of 1986. She joined other parents of slain children to channel their grief and anger into activism--working together to create positive alternatives to violence throughout the community. SOSAD provides counseling and training in violence prevention, crisis intervention, multicultural conflict resolution, gang redirection, and peer and bereavement support.

Another group led by mothers who have lost children to gang violence is **Mothers of All Children**, located in Brooklyn, New York, which was founded by Frances Davis. During the past eight years, Frances lost each of her three sons to gunfire. Ms. Davis turned her pain into service and in 1993 created her own nonprofit, all-volunteer organization, Mothers of All Children. Ms. Davis recruits, trains, and inspires her volunteers, who then provide other survivors of homicide victims with bereavement counseling or help organize community violence prevention activities for youth, such as the basketball tournament, "Shoot Hoops, Not Guns." Frances Davis deals with her grief and her loss by continuing to participate in victim impact panels before young people at high schools and detention centers throughout the northeast.

The Tariq Khamisa Foundation, located in San Diego, California, was founded by investment banker Azim Khamisa after the murder of his 20-year-old son, Tariq. Tariq was delivering pizzas when four teenaged gang members surrounded him and demanded the pizza. When he refused, an 18-year-old gang leader ordered a 14-year-old to kill Tariq with a handgun. Tariq's father joined with the grandfather of the 14-year-old killer to form the Foundation, which is dedicated to preventing similar crimes through educational programs in schools. The Foundation is producing a documentary to assist kids in learning about gang violence and its impact. The documentary will feature an interview with Tariq's killer, who was sentenced to 30 years in custody and who encourages students to seek alternatives to gangs.

Public-Private Partnership to Reduce Gang Violence

Effective prevention and assistance programs can be implemented through public/private sector partnerships. For example, the **Wichita/Sedgewick County Neighborhood Initiative** in Kansas is a public-private effort to reduce gang violence by coordinating the efforts of grassroots community organizations; public agencies, including law

enforcement, city government, and the schools; and interested for-profit and nonprofit private sector businesses, labor groups, and civic organizations. The Initiative's primary function is to obtain needed resources to deal with gang violence by bringing *all* parties to the table regularly, including community police administrators, city and county management representatives, the mayor, legislators, grassroots anti-gang groups, and gang members themselves. When a two-year-old child was murdered in a drive-by shooting, the Initiative responded to community requests for assistance by trying to arrange a truce among the rival gangs. The Initiative's project director is on loan to the group from the Boeing Company for three years, and several private-sector organizations provide storefront space and volunteers.

Planning Group Recommendations

The Planning Group recommends implementation of the following ten proposals to improve services to victims of gang violence:

1. A national network of professionals and volunteers concerned with victims and witnesses of gang violence should be established to provide vision, support, and direction to federal, state, tribal, and local initiatives.
2. Comprehensive vertical assistance units for victims of gang violence should be established in all jurisdictions where gang activity is pervasive. These units could offer the types of multi-lingual services provided by the Gang Victim Services Program in Orange County, California, which include emergency crisis response services, accompaniment throughout the criminal justice system, and training for service providers.
3. Hospital-based counseling and prevention programs should be established in medical facilities that often provide services to gang violence victims. These programs could include the types of services provided by Teens on Target in California. In addition, a protocol that includes appropriate security and safety procedures should be developed to assist hospital personnel in responding to incidents of gang violence.
4. School-based counseling and prevention programs addressing gang violence should be established where gangs are prevalent. These programs could be modeled after the integrated mediation and violence prevention programs of Victim Services, Inc., in New York City, which include an anti-violence curriculum, support groups, and conflict resolution/peer mediation modules that

are used in cases involving gang violence. Gang-impacted school districts should consider providing crisis counseling services for youth witnesses to violent crimes.

5. Host sites should be established with support from the Office for Victims of Crime to provide interested parties from other communities with training regarding promising practices, such as comprehensive victim assistance programs based in prosecutors' offices, hospitals, and schools.
6. Training curricula that include cross-disciplinary information should be developed and offered to professionals who deal with victims and witnesses of gang violence. Training should be provided for first responders on how to deal with survivors at the crime scene; funeral directors on how to deal with gangs before, during, and after funeral services; all criminal justice personnel, including police, prosecutors, and judges; mental health professionals; compensation providers; and teachers.
7. A protocol should be developed and implemented for debriefing all crisis responders to victims of gang violence, including emergency medical technicians and law enforcement personnel, who face serious threats to their physical and emotional well-being when not provided with ongoing opportunities for debriefing following critical incidents.
8. Policies, protocols, and programs should be established to promote safety for victims and witnesses of gang violence and those who assist them at the federal, state, tribal, and local levels. These could include both emergency and short-term relocation programs, security measures in courthouses and at correctional facilities, and secure transportation. Prosecutors should be encouraged to use every legal measure possible to ensure the safety of such witnesses before, during, and after case disposition.
9. The U.S. Department of Justice should review its existing resources relevant to victims of gang violence and provide more discretionary funding to encourage the proliferation of "promising practices" that reduce gang violence and assist victims. All federally funded gang intervention/suppression programs and planning groups should include needed services for victims of gang violence.
10. The Office for Victims of Crime should support a working group on victims and witnesses of gang violence to provide assistance in the development of training curricula, selection of host sites, and implementation of the recommendations contained in this report.

Action Plan for the Future

Planning Group participants were divided into five working groups, with each group developing a preliminary action plan that includes goals and related products to be accomplished in one year. The action plan can be summarized as follows:

The National Network Working Group will develop a structure for a national network to provide training, technical assistance, and nationwide support for victims and witnesses of gang violence and those who serve them, including the creation of a name for the network, development of a mission statement, strategic planning, membership recruitment, and public awareness and community outreach activities.

The Training and Technical Assistance Working Group will develop training curricula and ongoing technical assistance based upon promising practices identified by the Planning Group and augmented by a national assessment of existing programs that assist victims and witnesses of gang violence. Training and technical assistance will be profession-specific for key stakeholders, including all criminal and juvenile justice officials, victim assistance and victim compensation personnel, medical professionals, funeral directors, educators, and other relevant professionals.

The Medical and EMT Working Group will provide training and assistance in the development of protocols for medical professionals--including hospitals, emergency rooms, trauma centers, and emergency medical technicians. Protocols will address how to best meet the needs of victims of gang violence, coordinate medical evidence with the justice system and inform victims about their rights within the system, and provide victims with immediate and long-term support and appropriate referrals for ongoing assistance.

The Promising Practices Working Group will identify existing promising practices that assist victims and witnesses of gang violence and promote their replication through ongoing training, technical assistance, and use of host sites. The working group will seek to replicate services with strong community policing philosophies and practices which rely on community partnerships across disciplinary lines.

The Protection and Safety Working Group will provide training and technical assistance on strategies which can be utilized by the criminal justice system and allied professionals to protect victims and witnesses from gang intimidation and retaliation. The working group will develop recommendations for new policies and pursue opportunities to

publicize and enhance existing policies that protect victims and witnesses and promote successful prosecution of offenders by the criminal justice system.

OVC's Response to the Recommendations

In response to the recommendations and proposed action plan of the Planning Group, OVC has developed the following action plan. OVC will:

1. Encourage program evaluation of promising practices discussed in the report and continue to seek authority to use program funds for evaluation and prevention activities.
2. Consider funding several host sites where victim service providers can receive technical assistance to replicate promising programs, policies, and approaches that provide sensitive services to victims and witnesses of gang violence. Sites may include comprehensive victim assistance programs based in prosecutors' offices, hospitals, and schools. OVC's Trainers' Bureau can facilitate this effort.
3. Provide support to develop training curricula for diverse professionals about gang violence victims.
4. Provide support for projects promoting safety for victims and witnesses of gang violence.
5. Provide support for developing a protocol for debriefing all crisis responders to incidents involving victims of gang violence.
6. Work with other Department of Justice components to ensure that federally funded gang programs include needed services for victims of gang violence.
7. Support an expanded planning group with diverse representation to provide assistance in the development of resources needed to assist gang violence victims and those who serve them.
8. Support a planning group to examine the culturally-specific issues of victims of gang violence in Indian country.
9. Facilitate discussions regarding a national network of victims of gang violence and their service providers.

In addition to the above projects to assist victims of gang violence, OVC has committed the funding listed below for other programs to assist these victims:

- \$175,000 of FY 1996 funds for a field-initiated project that will develop technical assistance materials to help victim service providers improve assistance to victims of gang-related crimes. The project will identify and document the successful ways agencies and communities are serving victims of gang violence and their families and describe practical applications for criminal justice and victim assistance staff. A package of technical assistance materials will be developed and pilot tested in at least two jurisdictions.
- \$200,000 of FY 1997 funds for two demonstration programs located in a school or community to assist preteen and teen victims and witnesses of gang violence and other juvenile crimes. The purpose of these two projects is to establish replicable comprehensive programs for these victims.
- \$50,000 of FY 1997 funds for a grantee to develop a victim service component for OJJDP Gang Demonstration Sites.

The Planning Group believes that the implementation of the recommendations contained in this report is an important--indeed a critical step--to ensuring justice and healing for victims, survivors, and witnesses of gang violence.

I. BACKGROUND AND GOALS OF THE VICTIMS OF GANG VIOLENCE PLANNING GROUP

The presence of gangs is becoming more widespread, and gang-related violence and drug trafficking are increasing.¹ Federal, state, and local criminal justice officials and allied professionals face many challenges regarding gang-related crime and are seeking new ways to coordinate their efforts. For example, the Comprehensive Community-Wide Approach to Gang Prevention, Intervention, and Suppression grant, competitively awarded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) within the U.S. Department of Justice, provides funding for demonstration sites to use effective strategies to provide gang control, prevention, and intervention.²

While much discussion and effort have focused on preventing and controlling gang violence, far too little attention has been paid to those who are most affected by its tragic impact: *the victims of gang violence*. The impact of gang violence and related activities on crime victims and witnesses merits special attention. Often unidentified, overlooked, or ignored, victims of gang crimes have fewer resources and less ability to exercise their rights, as compared to victims of other types of crime.

The impact of gang violence and related activities on crime victims and witnesses merits special attention.

For the purpose of discussion and to frame the parameters of this project, gangs are defined as any group of people who band together for criminal activity or who commit

¹Johnson, Claire, Barbara Webster and Edward Connors (February 1995), *Prosecuting Gangs: A National Assessment*, National Institute of Justice *Research in Brief*, U.S. Department of Justice, Washington, D.C.

²This grant is a three-year project. The demonstration sites currently implementing the model, which was developed by the University of Chicago with OJJDP funding support, are: Mesa and Tucson, Arizona; Riverside, California; Bloomington, Illinois; and San Antonio, Texas.

crimes as a group. This would include behavior that is gang-related, even if not acted out as a group.

Recognizing that victims of gang violence constitute an important underserved victim population, the Office for Victims of Crime in the Justice Department sponsored an initiative to examine the special needs and issues of victims and witnesses of gang-related violence, and to develop recommendations for improved victim assistance and services. OVC is working in collaboration with OJJDP to coordinate these efforts -- which include Planning Group research/assessment, ascertaining "promising practices" in victim assistance, and developing training and technical assistance resources at the federal level.

Often unidentified, overlooked, or ignored, victims of gang crimes frequently have fewer resources and rights available to them, as compared to victims of other types of crime.

To increase understanding of the challenges that victims and witnesses of gang violence, as well as service providers, face in their communities, a planning group of victims and various professionals who work with victims of gang violence was convened in Washington, D.C., on May 17, 1996, by consultant Anne Seymour. Ten participants from diverse professions, communities, and ethnic groups, attended this eight-hour session, along with representatives from the Office of the Attorney General, National Institute of Justice (NIJ), and OJJDP. Participants included victims and survivors of gang-related violence; community-based victim/witness advocates; and representatives from the judiciary, corrections, and relevant federal agencies.

A second expanded Planning Group met on August 14, 1996, in Tulsa, Oklahoma, to review and revise the original report and develop plans for future action. A roster of Planning Group participants is included in *Appendix A*. Details about the methodology and facilitation of the two Planning Groups is included in *Appendix B*.

The five goals of the Victims of Gang Violence Planning Group were to:

1. Ascertain aspects of victimization that are unique to victims, witnesses, and survivors of gang violence.
2. Determine “promising practices” for assisting victims of gang violence.
3. Discuss the development of a national network for improving services to victims of gang violence.
4. Generate ideas on how the federal government can best provide leadership and support of these efforts.
5. Formulate recommendations and an action plan for accomplishing the proposals of the group.

II. PLANNING GROUP FINDINGS

A. Characteristics Unique to Victims and Witnesses of Gang Violence

Participants were asked to address specific aspects of victimization *unique* to gang-related crime; that is, characteristics that are different from victims and witnesses of other types of crime. Their responses included the following:

- **Victims and witnesses generally live with and/or among the perpetrators of their crimes, similar to domestic violence victims:** Victims and witnesses frequently face the entire gang, as opposed to a sole perpetrator, even at the funeral of their murdered family member. As a result, victims and witnesses are often intimidated into not cooperating with the criminal justice system and are fearful of retaliation if they do. In some communities, such as in many places in Indian Country, gang affiliation threatens the entire extended family system because it transcends both familial and clan boundaries. This intra-tribal violence, pitting family and clan members against one another, offers complex challenges that require innovative responses.
- **Victims and survivors are often seen as contributors to the crime:** Many victims and survivors confront a lack of sympathy and services from the criminal justice system because they are seen as having contributed to the crime in some way. This is particularly true for surviving family members of murdered children, some of whom were members of gangs. The perception of “contribution” leads some victim compensation programs to deny funds to victims and survivors of gang violence. Victims who have no gang affiliation, but happen to live in the same geographic proximity or are from the same racial or ethnic group as certain gangs, complain of bias in treatment by medical and criminal justice personnel, service providers, and the community-at-large. Victim blaming is considerable with frequent questions being asked, for instance, “Why didn’t you just move away from your gang-infested neighborhood?” or “Why was your child out, and why don’t you control that child?”
- **Victims are frequently afraid or unable to exercise victims’ rights:** Because of intimidation, fear of retaliation, or due to poverty or culture, many victims of gang violence do not exercise their rights, which often include the right to be notified, attend, and be heard at court proceedings; to be informed when the defendant is released or escapes; and to receive restitution. Safety and protection issues for victims are a serious concern, especially in more remote, rural areas, and are

exacerbated on reservations where distinct boundaries and very limited resources make it nearly impossible to attain anonymity without leaving the reservation.

Victims of gang violence often do not pursue their rights for a number of other reasons:

- Victims are sometimes fearful of seeking or receiving restitution because a convicted gang member whose sentence includes restitution may use this as a further reason to intimidate or retaliate against the victim.
- Although some state victims' bills of rights indicate that victims will be provided with reasonable protection, prosecutors lack funding for relocating victims and witnesses of gang violence, so in reality this right does not exist.
- Some victims are indigent and cannot afford transportation to court to exercise their right to be present.
- Some gang violence victims do not speak English and do not understand their rights or the offender's status because this information is conveyed only in English.
- Victims of gang violence may be affected by cultural norms and mores that include a general distrust of government, and hence they may not access, or even be aware of, available services or participate in any way within the criminal justice system.

In the National Institute of Justice February 1995 *Research in Brief*, "Prosecuting Gangs: A National Assessment," the authors cited the following three factors as contributing to the reluctance of victims and witnesses to cooperate in the criminal justice system:

- Fear, both because of direct threats or retaliation and because of gang dominance of a neighborhood.
- Neighborhood cultures that discourage being a snitch.
- Involvement of the victim or witness in gang activity. Gang cases are often characterized by the rotating status of victim, witness, and defendant.

In addition, they noted from their survey of prosecutors' offices that the vast majority of these offices cited intimidation of victims and witnesses and a lack of resources for victim/witness protection to be a moderate or major problem.

B. Issues Relevant to Race and Culture

"Gangs emerge from specific, diverse cultures." This statement by a Planning Group member initiated an in-depth discussion about cultural and racial issues that are crucial to understand when dealing with victims of gang violence, including:

- Victims are often judged because of their race and culture. The question may be asked by criminal justice personnel: "Are they really deserving of victims' services and rights?"
- Children of color are often viewed only as perpetrators.
- Contributory issues are significant with victims of color. Assumptions about a victim's gang affiliation tend to increase for a person of color.
- Victims who are frustrated with and/or angry at the criminal justice system response are less likely to want or access services.
- Victims of hate crimes are generally viewed with more sympathy than victims of gang violence.
- Victims of gang violence who are also recent immigrants are often afraid of the criminal justice system and government agencies. In many countries, law enforcement officials are seen as corrupt and not helpful, an image immigrants may retain. Such victims need specialized services, recognizing not only differences in language but also dialect. For these victims and witnesses, blackmail such as the threat to turn them over to the Immigration and Naturalization Service (INS) is often a component of the intimidation.

C. Gang Characteristics

Planning Group participants identified several factors that contribute to gang involvement:

- Youth may gravitate to gang “families” to compensate for feelings of isolation created by their cultural or racial differences. Gangs are viewed by members as providing support and a sense of security.
- Communities lack alternative means to provide security and support, especially to youths.
- Some gangs are multigenerational and an expected lifestyle of parents and children.
- There is little support for parents who want to protect their children and prevent them from entering into gang lifestyles.

The Planning Group’s views are supported by results of a poll taken by Children Now/Kaiser Permanente³, in which about one-third of young people contacted reported that by the time they turn 17 years old, they or some of their friends had joined gangs. The reasons that 15 to 17-year-old youths said they join gangs include the following:

- For a sense of belonging like a family: 62 percent.
- They are afraid and want a gang’s protection: 16 percent.
- They are pressured to join: 8 percent.
- They are troublemakers: 5 percent.
- Combination of these reasons: 7 percent.
- Don’t know: 2 percent.

³ The poll results, contained in a report entitled "*America’s Youth: Living Everyday With Tough Issues*," are from a national random-digital-dial telephone survey of 1000 children, 11-17 years old, conducted by Fairbank, Maslin, Maullin & Associates, October 13-19, 1995.

III. CURRENT PROMISING PRACTICES

Working on the front lines of victim and witness assistance in areas confronted with gang-related violence, the Planning Group participants provided some compelling examples of what appears to be working--programs that could be replicated in other communities. These programs include services for victims of gang violence based in a prosecutor's office, in hospitals, and in schools.

A. **Comprehensive Victim Assistance Program for Victims of Gang Violence**

The Gang Victim Services Program in Orange County, California, is recognized as a unique service provider for victims and witnesses of gang violence. Five victim advocates, who work with the District Attorney's gang investigators and vertical prosecution team, provide a full range of services and support to victims, including:

- **Emergency crisis response and field support services**, such as notifying family members of death and impending death of victims; accompanying survivors to emergency rooms; staying with parents whose children have been killed within the past 48 hours; orienting a victim's family of coroner procedures and policies; providing autopsy information; offering employer and media intervention; assisting with burials and funerals; and providing crime scene clean-up.
- **Liaison with law enforcement** to help resolve property return and provide notification of case status, including the arrest of a suspect.
- **Accompaniment throughout the criminal justice system**, including during the police investigation, line-ups, meetings with the prosecutor, and trial, as well as coordinating a court visit and arranging for security during the trial and assisting the victim in preparing a victim impact statement for sentencing.
- **Referrals for services** which include individual and group counseling services and assistance in obtaining victim compensation.
- **Post-trial services** such as providing information about the Department of Corrections and procedures to obtain notification of the offender's status, appellate reviews, and parole hearings.

- **Multilingual, multicultural services** that provide victim advocates who speak not only English, but Spanish and Vietnamese, and who are given specialized training about victims of gang violence.

B. Hospital-Based Intervention and Prevention Program

Teens on Target, a hospital-based gang violence reduction program in Los Angeles and Oakland, California, provides teenagers who are hospitalized for gunshot wounds and other injuries resulting from gang violence with assistance from trained peer counselors. These counselors, many of whom are in wheelchairs because they too were victims of gang violence, give bedside support to injured teens and act as positive role models, providing alternatives to violence. Sometimes they intervene with gang members who accompany victims to the emergency room. During each hospital visit, the peer counselor provides a one-on-one review of the violent crime that brought the youth to the hospital and explores alternative strategies for dealing with violent incidents; shares coping skills and support systems; helps to develop a plan for staying safe; and sets up ongoing peer support to help the victim not rejoin the gang culture. This program received the 1996 Crime Victim Service Award, the highest federal honor for victim advocacy.

C. School-based Violence Prevention and Victim Assistance Program

Schools are uniquely positioned both to address the needs of many victims of gang violence and to reach community members and gang members to help prevent violence. Victim Services, Inc., a New York City-based organization, has implemented a series of integrated programs designed to teach students, faculty, and family members means of coping with and avoiding the crime, including gang violence, that they encounter daily. These programs include:

- **An anti-violence curriculum** addressing gang violence, bias-related incidents, domestic violence, and child abuse. Both students and adults are used as teachers, in teams with trained Victim Services counselors.
- **On-site counseling and support groups**, known as Safe Harbors. In safe rooms in the schools, students, faculty and family have access to counseling and support services and learn non-violent ways of addressing and resolving conflicts.

- **Peer mediation/conflict resolution programs** that teach students, faculty, and parents alternatives to violence. Through the high-school Project SMART, peer mediators have successfully resolved disputes between rival gangs.
- **Crisis intervention and victim assistance training** for parents and faculty, to help identify and respond to the needs of kids who witness or experience violence.

D. Community Anti-violence Programs Sponsored by Victims of Gang Violence

Many effective victim assistance programs have been organized around the country by victims of gang violence. For example, Save Our Sons and Daughters (SOSAD) is a nonprofit grassroots organization founded in 1987 by Clementine Barfield, whose 16-year-old son, Derrick, was killed in the summer of 1986. She joined other parents of slain children to channel their grief and anger into activism--working together to create positive alternatives to violence throughout the community. SOSAD provides counseling and training in violence prevention, crisis intervention, multicultural conflict resolution, gang redirection, and peer and bereavement support. The group operates a 24-hour crisis hotline for survivors of homicide and others traumatized by violence and provides crisis response teams to assist in major incidents. SOSAD also trains volunteers and professionals in crisis intervention techniques, grief and trauma counseling, debriefing, and identifying grief and trauma behavior in adolescents and children. The group trains faculty, teachers, students, and community members in peace and conflict resolution. SOSAD also coordinates gun victim impact panels.

Another group led by mothers who have lost children to gang violence is Mothers of All Children, located in Brooklyn, New York, which was founded by Frances Davis. During the past eight years, Frances Davis has borne extraordinary tragedy. In three separate incidents, each of her sons has been killed by gunfire. Ms. Davis turned her pain into service, and in 1993 created her own nonprofit, all-volunteer organization, Mothers of All Children. Ms. Davis recruits, trains, and inspires her volunteers, who then provide other survivors of homicide victims with bereavement counseling or help organize community violence prevention activities for youth, such as the basketball tournament, "Shoot Hoops, Not Guns." Frances Davis deals with her grief and her loss by continuing to participate in victim impact panels before young people at high schools and detention centers throughout the northeast.

The Tariq Khamisa Foundation, located in San Diego, California, was founded by investment banker Azim Khamisa after the murder of his 20-year-old son, Tariq. Tariq was delivering pizzas when four teenaged gang members surrounded him and demanded

the pizza. When he refused, an 18-year-old gang leader ordered a 14-year-old to kill Tariq with a 9 mm handgun. Tariq's father joined with the grandfather of the 14-year-old killer to form the Foundation which is dedicated to preventing similar crimes through educational programs in schools. The Foundation is producing a documentary to assist kids in learning about gang violence and its impact. The documentary will feature an interview with Tariq's killer, who is now serving 30 years in custody, and encourages students to seek alternatives to gangs.

E. Public-Private Partnership to Reduce Gang Violence

Effective prevention and assistance programs can be implemented through public-private sector partnerships. One such program is the Wichita/Sedgewick County Neighborhood Initiative in Kansas. It is a public-private effort to coordinate grassroots community organizations; public agencies, including law enforcement, city government, and the schools; and interested for-profit and nonprofit private sector businesses, labor groups, and civic organizations to reduce gang-related violence. The Initiative's primary function is to obtain needed resources to deal with gang violence by bringing *all* parties to the table regularly, including community police administrators, city and county management representatives, the mayor, legislators, grassroots anti-gang groups, and gang members themselves. For example, when there was a drive-by shooting in which a two-year old child died, the Neighborhood Initiative responded to community requests for assistance by trying to arrange a truce among the rival gangs. The Neighborhood Initiative's project director is on loan to the group from the Boeing Company for three years, and several private sector organizations provide storefront space and volunteers.

IV. PLANNING GROUP RECOMMENDATIONS

RECOMMENDATION NUMBER ONE

A national network of professionals and volunteers concerned with victims and witnesses of gang violence should be established to provide vision, support, and direction to federal, state, tribal, and local initiatives.

Current resources devoted to assisting victims and witnesses of gang violence are extremely limited. Prior to the OVC Planning Group that produced this *Report, Recommendations, and Action Plan*, there was little interaction among professionals and volunteers who work around the country to assist victims of gang violence. Participants unanimously agreed that the opportunity to get to know each other and share ideas and information was one of the most positive outcomes of the Planning Groups.

A national network of professionals and volunteers should not be limited solely to practitioners who work mainly with victims and witnesses of gang violence. Additional participants should include, but not be limited to: other victim assistance organizations that should specialize in helping victims of gang violence; victim compensation programs and professionals; criminal justice professionals and their related associations--including law enforcement officials, prosecutors, judges, and probation and corrections authorities--at the local, state and federal levels; national advocacy coalitions with business and community leaders, such as Chambers of Commerce and civic organizations; and the news media.

Through training and technical assistance opportunities such as those recommended in this report, the publication of a newsletter, OVC bulletins, and other outreach measures, network members can share information and resources. This initiative would achieve the ultimate goal of reducing perceived obstacles to exercising basic victims rights and improving assistance and services to victims and witnesses of gang-related crimes.

RECOMMENDATION NUMBER TWO

Comprehensive vertical assistance units for victims of gang violence should be established in all jurisdictions where gang activity is pervasive. These units could offer the types of multi-lingual services provided by the Gang Victim Services Program in Orange County, California, which include emergency crisis response services, accompaniment throughout the criminal justice system, and training for service providers.

Currently, many system-based victim assistance units are not user friendly to victims and witnesses of gang violence.

Each unit should be staffed by a coordinator who has experience in providing sensitive, ongoing assistance to victims and witnesses of gang violence, as well as general expertise in the criminal justice system, gang prosecutions, and methods of how juvenile justice and corrections systems deal with gangs. Professional and volunteer support should be sought from gang prevention and intervention programs, system- and community-based victim assistance organizations, community policing efforts, and victims/survivors of gang violence. Program staff and volunteers must have the ability to provide multilingual and dialect-specific services and support on a 24-hour basis.

At a minimum, the program should address the following issues:

- **Availability of Staff.** Staff and volunteers who are trained in culturally-specific death notification and crisis intervention should be on-call at all times (24-hours a day, seven days a week). Comprehensive intervention services must be made available to victims and witnesses as soon as a gang-related crime is reported. Immediate intervention services are often lacking because referrals are not made at the crisis stage of crimes for victims and witnesses. Improved coordination among law enforcement, prosecutors and victim service providers is needed, as well as interagency agreements regarding referrals and responsibilities for victim assistance.

Volunteer programs must be established to increase human resources needed to provide victim and witness assistance around-the-clock in jurisdictions

where gang violence is pervasive. There is a lack of volunteers who are willing to assist victims of gang violence. Efforts to recruit and train volunteers and interns from allied professions should be institutionalized within the gang victim assistance program. Possible volunteer sources include gang prevention and intervention programs and community policing efforts, colleges and universities through internship programs, and victims and survivors of gang violence who want to assist other victims.

- **Multicultural/multilingual services.** Program staff and volunteers should provide multilingual information, crisis counseling, and referrals for ongoing assistance to victims and witnesses of gang violence. All services should be confidential and should be coordinated, as needed, with criminal justice and law enforcement officials for calls related to witness intimidation, harassment, or harm.
- **Advocacy and Coordination.** By coordinating outreach efforts with the news media, justice officials, and other victim assistance programs, more victims of gang-related violence will be aware of services available to assist them. Detailed information about specific victims' rights and services should be available on-site at all locations at which victims and witnesses of gang violence might be present.

Coordinating efforts with emergency rooms, hospitals, medical examiners, and funeral homes will facilitate prompt referrals and sensitive responses to victims, families, and survivors of gang-related violence.

Coordination with appropriate justice officials is critical to the effective provision of victim/witness protection services. Victims and witnesses may be afraid to take advantage of witness protection assistance. Often they are threatened (including death threats) or intimidated into not getting involved in investigations and prosecutions. Justice officials are uniquely able to respond to these concerns.

- **Information Referral and Assistance Services.** Currently, there are few services available for extended family members of victims and witnesses of gang violence. Outreach programs to this underserved population, along with support groups and information dissemination, should be established.

Assistance in completing victim compensation applications must be provided on a timely basis, and compensation forms should be made available in all hospital emergency rooms. The victim compensation application process can be bureaucratic and burdened by "red tape" for victims of gang violence. The gang

victim assistance unit should guide victims through the process. If there is a determination that the victim was “contributory” in the crime, the claim for compensation is denied. Each case should be examined thoroughly to insure that this is an appropriate determination before the victim is considered “ineligible” for compensation. Compensation forms, and help in understanding and completing forms, should be available in emergency rooms. Copy and fax machines should be available to help expedite the claims process. Follow-up assistance to compensation applications should be provided, as needed.

- **Training.** Training for staff and written procedures on addressing the needs of family members whose loved ones have been critically injured or killed.

Protocols to help deal with gang culture issues, such as the possible danger to the medical personnel if gang members bring their violence into the hospital, or to funerals where they might congregate and take over the services.

In the Orange County, California, vertical assistance unit for gang victims, the coordinator provides a variety of services, including but not limited to: crisis response to crime scenes; death notification; notification to victims of their rights and available services; assistance in completing compensation forms; referrals for protection and security; and criminal justice system advocacy. In addition, the program has a comprehensive training component that includes all allied professionals, i.e., emergency medical and hospital personnel, medical examiners, funeral staff, compensation personnel, and other criminal justice personnel. This program could serve as a training site for other communities that are developing a response to victims of gang-related violence.

RECOMMENDATION NUMBER THREE

Hospital-based counseling and prevention programs should be established in medical facilities that often provide services to gang violence victims. These programs could include the types of services provided by Teens on Target in California. In addition, a protocol that includes appropriate security and safety procedures should be developed to assist hospital personnel in responding to incidents of gang violence.

Hospitals and emergency rooms are often the hub of the wheel in dealing with victims of gang-related crime. These medical facilities should establish counseling and prevention programs, similar to Teens on Target, to ensure that trained staff and volunteers can provide peer counseling to victims; interact with gang members who may accompany victims into the hospital to help deter additional violence; and work with surviving victims to establish a plan for their safety and reentry into the community without gang ties.

In addition to dealing with the often catastrophic physical medical needs of victims, medical professionals are also faced with the psychological and emotional trauma that victims and their loved ones must endure.

Safety for hospital personnel is also a significant concern, especially when victims and perpetrators--some who are armed at the time they are rushed in for treatment--arrive at the same emergency room. According to Planning Group participants, emergency rooms can be frightening places to work.

Hospitals and emergency rooms, including emergency service units, should establish written policies and protocols that address needs of victims of gang-related crime, including but not limited to:

- Victim sensitivity training that is culturally diverse and that addresses any prejudices medical professionals may have related to the race and culture of the victims they serve;

- How to work with on-call victim advocates to ensure that crisis intervention, counseling, and support are available to victims and their loved ones;
- Guidelines for ensuring the security and safety of victims, as well as medical personnel;
- Training for hospital security personnel;
- Training in and protocols for death notification that include follow-up support from a trained victim advocate;
- Information on how to question victims about past victimizations, to assist in developing plans for their physical, emotional, and psychological reconstruction;
- Guidelines recognizing the importance of allowing family members private time with critically injured or deceased victims;
- Guidelines on coordinating the transport of bodies to funeral homes;
- Provision of victim compensation forms and referrals to agencies that can help victims complete the necessary paperwork;
- Provision of information on victims' rights and services, as well as immediate referrals to crisis intervention services and support groups;
- Protocols for debriefing hospital and emergency room personnel who may have high levels of anxiety and stress from dealing with chronic gang violence and victimization; and
- Coordinating cases and medical evidence with the criminal justice system to ensure appropriate follow-up.

Training efforts should also underscore the importance of gaining the support of the hospital administration for victim/witness assistance efforts. Allocation of resources, time, and personnel for such activities requires the approval and backing of a hospital's top officials.

RECOMMENDATION NUMBER FOUR

School-based counseling and prevention programs addressing gang violence should be established where gangs are prevalent. These programs could be modeled after the integrated mediation and violence prevention programs of Victim Services, Inc., in New York City, which include an anti-violence curriculum, support groups, and conflict resolution/peer mediation modules that are used in cases involving gang violence. Gang-impacted school districts should consider providing crisis counseling services for youth witnesses to violent crimes.

Many young children are recruited to join gangs and to participate in illicit activities. The prevalent rationale among gangs is that children who are arrested for criminal activity will be handled lightly by the juvenile justice system. Youthful gang members who begin as lookouts for drug transactions and other illegal activities soon graduate to committing more serious and violent offenses.

Parents in gang-infested neighborhoods speak with frustration about the strong lure gangs pose to their children. In southern California, mothers whose sons were killed in gang warfare meet to share pain that has been exacerbated because, despite their ongoing, best efforts, their younger children joined gangs that ruled their neighborhoods.

Furthermore, children in communities afflicted with gang activity struggle as they witness chronic intimidation, violence, and victimization. What is often described as “living in a war zone” is a painful reality for many of these youth and their families.

Since schools strive to offer safe havens for children in gang-infiltrated communities, these institutions are a logical place to provide prevention, intervention, and victim assistance support and services to children and their families. In New York City, schools use a series of integrated mediation and anti-violence programs developed and implemented by Victim Services, Inc. These programs combine an anti-violence curriculum, peer mediation/conflict resolution training, and support groups to help students, their families, and faculty cope with gang-related victimization and reduce their own risk of becoming involved in violence. These programs should be considered for replication in communities where there is significant gang-related activity.

RECOMMENDATION NUMBER FIVE

Host sites should be established with support from the Office for Victims of Crime to provide interested parties from other communities with training regarding promising practices, such as comprehensive victim assistance programs based in prosecutors' offices, hospitals, and schools.

Clearly, many communities large and small, urban and rural, struggle with how to best meet the needs of victims of gang violence. Specialized services that can address the unique characteristics of gang violence victims and witnesses must be developed, using the combined resources and talents of both system- and community-based programs.

At the same time, promising practices that benefit victims of gang violence have emerged in jurisdictions such as Orange County and Oakland, California and New York City. Comprehensive programs and services based on the Orange County, California, model--including crisis intervention, death notification, compensation assistance, support groups, and "Impact of Crime on Victims" training programs--could be replicated and tailored to the unique needs of other jurisdictions with considerable gang activities. The Oakland-based Teens on Target program, in which teenagers and young adults who were injured by gang violence provide support, encouragement, and assistance to gang violence victims in hospitals, could also be replicated in other communities. These kinds of programs could provide on-site training to others or members of their staffs could travel to other communities to assist them in establishing similar programs.

The Office for Victims of Crime should support these kinds of host-site programs and the development of protocols, policies, and training curricula that can be replicated elsewhere.

RECOMMENDATION NUMBER SIX

Training curricula that include cross-disciplinary information should be developed and offered to professionals who deal with victims and witnesses of gang violence. Training should be provided for first responders on how to deal with survivors at the crime scene; funeral directors on how to deal with gangs before, during, and after funeral services; all criminal justice personnel, including police, prosecutors, and judges; mental health professionals; compensation providers; and teachers.

As described throughout this report, victims of gang violence have unique needs based upon a variety of issues, including but not limited to: lack of access to services; unwillingness to exercise their rights because of fear of retaliation; victim blaming and issues of contribution; and cultural and racial barriers to access and understanding of rights and services.

Perhaps the most significant problem is a lack of professionals and volunteers who have specialized skills in assisting victims of gang violence, both within the criminal justice system and in community-based victim assistance programs. Curricula must be developed to facilitate linkages among key players in gang-related victim assistance and intervention, including law enforcement officials; Emergency Medical Technicians (EMTs); prosecutors; judges; community-based victim assistance program directors; VOCA administrators and compensation directors; funeral directors. These key players should be targeted as primary training audiences. Special attention must also be given to the high risk factors associated with assisting victims and witnesses of gang violence.

The discussion of “promising practices” among Planning Group members led to suggestions for various components of a training and technical assistance program for people who assist victims of gang violence. They include:

- Addressing and avoiding victim blaming;
- Providing crisis intervention including immediate on-the-scene response from care givers; case assessment prior to decision-making; mobile units for service providers and volunteers; information on how to assist survivors at crime scenes,

including dealing with parents' needs when a child has been murdered; and crisis intervention coordination with law enforcement personnel;

- Increasing police sensitivity, including how to deal with families, use of terminology, and ways to communicate with survivors to integrate them in the process;
- Addressing crime-specific issues involving sexual assault and homicide that deal with each victimization as a unique incident;
- Providing crime scene cleanup with kits that include bleach, brushes, and blankets;
- Showing how to provide information, resources, and referrals at the local, state and national levels--recognizing diversity by geography, race, and culture;
- Offering specialized training for emergency medical professionals;
- Helping victims understand their options and choices in the aftermath of gang-related violence;
- Providing information on the criminal justice system such as the length of case involvement, process details, and possible continuances;
- Ensuring that the criminal justice system "keeps promises" made to victims and witnesses;
- Providing notification of offender status;
- Improving death notification practices, ensuring sensitivity to unique cultures;
- Emphasizing the need to cross-train between the public and private sectors;
- Stressing case management;
- Showing how to establish a vertical unit similar to the Orange County, California model;
- Addressing victim/witness protection issues and the administration of victim/witness services for court, including transportation, escorts, child care;

- Demonstrating how to intervene with gangs before, during, and after funeral services;
- Instituting timely property return procedures;
- Addressing victim and witness safety concerns, issues and services;
- Showing how to establish rumor control; and
- Helping victims problem-solve, predict, and prepare for the future.

The curriculum should also incorporate:

- Cultural diversity issues;
- Ways to establish timely and ongoing outreach to victims and witnesses;
- Methods of establishing linkages among gang prevention, intervention, and victim assistance efforts;
- Aspects of victimization that are unique to victims and witnesses of gang violence; and
- Cross-training among the many disciplines involved in victim and witness assistance in gang-related crimes.

Segmented training modules targeted at criminal justice officials--including law enforcement, prosecutors, judges, court administrators, probation, juvenile justice personnel, and corrections authorities--should be developed to sensitize criminal justice professionals to the unique characteristics and needs of victims of gang violence. Partnerships with national organizations, such as the International Association of Chiefs of Police, National Organization of Black Law Enforcement, National District Attorneys Association, National Judicial College, American Correctional Association, and American Probation and Parole Association, would increase opportunities for using and evaluating the targeted curricula at national conferences.

A strong judicial education component must also be developed--perhaps in conjunction with the National Judicial College and State Judicial Educators--on issues related to

victims and witnesses of gang violence, with an emphasis on training newly elected and appointed judges.

In addition, there are many licensed professionals who should receive training and technical assistance relevant to assisting victims of gang-related violence, including medical professionals, emergency medical personnel, and funeral directors. Specialized training curricula should be developed, with training mandated as a requirement for licensure.

An intensive Planning Group discussion addressed the complex issues related to funerals when gang violence results in death. Sometimes funeral directors refuse to conduct the funeral because of the length of time before they receive compensation funding for their services, sometimes as long as a year. In cases where compensation is denied, surviving family members have no money to bury their loved ones. It is difficult for victims to access alternative funding such as that available from some social service agencies. Often, survivors will go door to door to solicit contributions for burial costs.

Relevant issues that must be addressed in the training curriculum include, but are not limited to, the following:

- Surviving family members of deceased victims of gang violence can be “re-victimized” by the entire funeral process. They need immediate information on how to access funding to pay for the funeral services. Immediate assistance from trained advocates who can help them identify the “tons of information” required for funerals and/or victim compensation is crucial. The same advocates can answer important questions about the violent death, how it occurred, and what they can expect to happen now and in the future. They can also consult about the media “tainting” the victims or implying a gang affiliation.
- When compensation is available to help surviving family members, there is strict application criteria. For example, many programs require that the crime be reported within 72 hours, and survivors have one year to apply for compensation benefits. Victims must be made aware of these conditions immediately.
- Funeral directors must be prepared for the possible presence of 200 or 300 gang members at their services. More often a smaller group of “home boys” will make their presence known at a funeral, even disrupting the services. Evidence of planning for revenge is often found in the neighborhoods in the form of graffiti vowing retaliation.

- The media must receive sensitivity training on covering funerals of victims of gang-related violence, including respecting the survivors' control, decision making, and privacy concerns; refraining from interviewing children; providing a clear picture of the consequences of gang violence; avoiding glamorizing gangs; and paying attention to security/protection issues when gangs are present at funerals. The provision of information, referrals, and technical assistance via the Internet should also be explored. The OVC Resource Center and OJJDP Clearing House should work with this project to facilitate distribution of these resources through their home pages and linkages to the World Wide Web.

RECOMMENDATION NUMBER SEVEN

A protocol should be developed and implemented for debriefing all crisis responders to victims of gang violence, including emergency medical technicians and law enforcement personnel, who face serious threats to their physical and emotional well-being when not provided with ongoing opportunities for debriefing following critical incidents.

Professionals and volunteers who are faced with chronic violence as a component of their jobs often develop stress-related illnesses, such as depression and post-traumatic stress disorder (PTSD)--which, in reality, is not a disorder but a normal response to an abnormal situation. First-responders to incidents involving gang violence--including law enforcement officials, victim advocates, EMTs, and hospital personnel--risk serious threats to their physical and emotional well-being when they are not provided with ongoing opportunities for debriefing following critical incidents. Chronic, acute, and developmental stressors related to their jobs and personal lives can combine to create considerable health threats to crisis responders.

Excellent models for debriefing workers in professions in which actual violence or the risk of violence is pervasive--including law enforcement and corrections--have proven effective in helping officers cope with the stressors of being exposed to chronic violence. The OVC-developed model for correctional staff who have been victimized or involved in critical incidents could be adapted to meet the unique and specific needs of gang violence crisis responders.

The crisis responder critical incident debriefing should be incorporated into the training curriculum cited in Recommendation Number Six.

RECOMMENDATION NUMBER EIGHT

Policies, protocols, and programs should be established to promote safety for victims and witnesses of gang violence and those who assist them at the federal, state, tribal, and local levels. These could include both emergency and short-term relocation programs, security measures in courthouses and at correctional facilities, and secure transportation. Prosecutors should be encouraged to use every legal measure possible to ensure the safety of such witnesses before, during, and after case disposition.

Fear of intimidation, harassment, or harm is the most significant reason why victims of gang violence fail to exercise their rights and seek assistance, and why witnesses to gang violence refuse to become involved in the criminal justice process. Often, victims and witnesses who cooperate are considered snitches, and they become prime targets for gang retaliation. The lack of cooperative witnesses creates a situation in which cases are often dropped.

Professionals and volunteers involved in gang prevention, intervention, and victim assistance must coordinate efforts to expand security available to victims and witnesses at all levels of the criminal and juvenile justice systems.

In most jurisdictions gang perpetrators, victims, their loved ones, and supporters converge in courthouses and corrections facilities, increasing opportunities for potential intimidation and harm to victims and witnesses. In some jurisdictions, including in Tulsa, Oklahoma, and in the South Carolina Board of Probation, Parole and Pardons facilities, separate rooms have been established through a combination of private and public donations for victims and witnesses who participate in justice processes. Secure facilities with staff and volunteers offer privacy and protection to victims and witnesses. Play areas for children, restrooms, refreshment machines, and written/videotaped information about the criminal justice system are useful features which may be incorporated in separate waiting areas.

Court safety efforts and training should incorporate a specialized component related to gang issues. Judges, court clerks, bailiffs, and all relevant law enforcement personnel should receive this vital training.

The relocation of victims and witnesses in gang-related crimes was cited as a significant challenge by Planning Group participants. While relocation programs and policies currently exist in some jurisdictions, organized witness security programs are rare and often lack coordination among agencies and jurisdictions.

The Department of Housing and Urban Development (HUD) currently has eased the ability of housing authorities to make relocation available to protect victims and witnesses in anti-drug and anti-crime efforts. The Department of Justice, HUD, and Office of National Drug Control Policy (ONDCP) have collaborated to launch "Operation Safe Home" to coordinate anti-crime and anti-drug efforts of those agencies in public housing. A publication about the availability of this resource should be developed and disseminated.

In addition, relocated victims and witnesses should be provided with training about employment, life skills, and financial management. Relocation expenses--including first and last month's rent, security deposit, and moving expenses--must also be taken into consideration by federal, state, tribal, and local criminal justice officials.

Currently, VOCA funding cannot be utilized for the purposes of victim/witness security because it is prohibited by the Victims of Crime Act. Since government resources for security are extremely limited, Planning Group participants felt that consideration should be given to pursuing legislation that would fund victim/witness security and related services. Drug forfeiture funds should be examined as a possible source of funding to promote increased safety for victims and witnesses of gang violence.

A forthcoming report from the National Institute of Justice⁴ outlines a promising approach to structuring witness security programs which include, but are not limited to: victim/witness risk assessment by trained investigators; basic information about the criminal justice system; tour of court and any secure waiting areas; court escort services for those who are afraid to travel to court alone; secure transport; coordination with victim services; and emergency and short-term relocation. While no such comprehensive efforts are currently in operation, Baltimore, New York City, Washington, D.C., and Los Angeles are using some of these components.

⁴Finn, Peter, and Healey, K.M., Preventing Gang and Drug-Related Witness Intimidation, *Issues and Practices Series*. Washington, D.C. U.S. Department of Justice, National Institute of Justice, forthcoming, 1997.

RECOMMENDATION NUMBER NINE

The U.S. Department of Justice should review its existing resources relevant to victims of gang violence and provide more discretionary funding to encourage the proliferation of “promising practices” that reduce gang violence and assist victims. All federally funded gang intervention/suppression programs and advisory groups should include needed services for victims of gang violence.

Through the development of demonstration sites, policies, and model programs, as well as the provision of federal funding to support initiatives related to gang prevention, intervention, and victim assistance, the U.S. Department of Justice (DOJ) provides leadership and support to communities concerned with the growing crisis of gang violence.

Four specific recommendations related to DOJ initiatives and resources were offered:

1. More discretionary dollars should be designated for victims of gang-related violence. Federal funds should also be increased for local organizations that assist such victims and witnesses.

Currently, professionals and volunteers who are committed to assisting victims and witnesses of gang-related crime lack human and financial resources to adequately perform their jobs. Lack of services often threatens the safety and security of victims and prevents them from exercising their legal rights.

Victims of gang-related crime do not have priority status under current VOCA regulations, so local service organizations struggle to provide important service and support on a shoestring. Additional federal support for their grass-roots activities would go far toward improving both rights and services for victims of gang-related crimes.

2. The intervention/diversion approach used by drug courts should be examined for use with nonviolent juvenile gang members.

Planning Group participants believed that young gang members without adjudications involving violent crimes needed opportunities to become law-abiding citizens. They suggested the drug court model as an option for these youthful offenders, whereby young gang members who successfully comply with certain requirements, such as staying away from gang activities, staying off alcohol and other drugs, paying restitution, performing community service, attending schools, and obeying curfews, could avoid incarceration and a delinquent record.

DOJ, through its Office of Drug Courts, could examine the juvenile drug court for possible application to nonviolent juvenile gang members.

3. Community policing efforts should be involved in assisting victims of gang-related crimes and should reinforce their commitment to community organizations promoting nonviolence.

Community involvement and leadership from law enforcement are two key elements to gang intervention and victim assistance. The innovative approaches offered by community policing partnerships could provide an excellent foundation for expanding assistance and services for victims and witnesses of gang-related crimes, especially immediately following the commission of such crimes.

Local initiatives funded by the DOJ COPS office should be encouraged to include the implementation of services and support for victims of gang-related crime as a key component of their program activities, such as the Planning Group training initiative sponsored in 1996 by the U.S. Attorney from the Western District of Arkansas. Because gang activity is increasing across Arkansas, the project coordinator identified assistance for victims and witnesses of gang violence as a priority.

Planning Group participants stated strongly that programs and advisory committees addressing gang prevention, intervention, and suppression, and victim assistance should not operate in a vacuum. Such efforts would, without a doubt, benefit from ongoing coordination and communications that identify problems, seek innovative solutions, develop model approaches, and evaluate the effectiveness of coordinated approaches prior to replicating models in other jurisdictions.

4. Gang intervention/suppression programs that receive federal funding, such as the OJJDP demonstration sites, should incorporate victim assistance as a key element.

The Comprehensive Community-Wide Gang Prevention, Intervention, and Suppression Program funded by OJJDP is a three-year program being piloted at five sites. It provides an important opportunity to include a victim advocate module within each vertical prosecution unit. Guidelines for inclusion of this component should be coordinated between relevant federal agencies, OJJDP and OVC. Related training and technical assistance, mentoring, and developing of program/service models, as described in this *Report, Recommendations and Action Plan*, should be incorporated into such federally funded programs and pilot sites.

RECOMMENDATION NUMBER TEN

The Office for Victims of Crime should support a working group on victims and witnesses of gang violence to provide assistance in the development of training curricula, selection of host sites, and implementation of the recommendations contained in this report.

The Office for Victims of Crime is dedicated to providing leadership and vision that promotes rights and assistance for all victims of crime, including underserved populations such as victims of gang violence. Through the two Planning Groups that produced this *Report, Recommendations, and Action Plan*, OVC heard firsthand from professionals and volunteers on the front line of gang victim assistance about the challenges they face, and the special needs of the victims they serve.

Efforts to assist victims and witnesses of gang violence must be institutionalized within the U.S. Department of Justice. While OVC must assume the key leadership role, a working group could also guide implementation of coordinated efforts at the federal level with other Office of Justice Programs Bureaus that address gang-related issues. In addition, a working group on victims and witnesses of gang violence could offer guidance on community and institutional corrections.

A working group would augment current OVC initiatives related to victims of gang violence, such as the training and technical assistance project that will be funded in FY 1996/1997. The group could contribute to this project by providing vision, guidance, training, and ongoing technical assistance.

V. ACTION PLAN

Planning Group participants grouped their ten recommendations into five categories: national network, training and technical assistance, medical and EMT, promising practices, and protection and security. Participants established a working group for each, and developed a preliminary action plan to provide direction for the next year. Each working group was asked to focus its efforts by addressing what they wanted to accomplish in the future; what products would result; and what could be achieved within one year.

To facilitate planning, a presentation was made by Janice Lord, National Director of Victim Services, Mothers Against Drunk Driving (MADD). Ms. Lord described the following key components formulated in MADD's evolution to an effective national victims' organization:

1. Enlist a charismatic and tireless spokesperson.
2. Choose a good name that is "catchy" or symbolic.
3. Develop a simple mission statement to stay focused.
4. Have a financial and emotional link.
5. Enlist many tireless volunteers (MADD chapters and community action teams go with heart as well as cognitive commitment).
6. Cultivate strong credible support of federal leaders.
7. Generate media visibility with a press kit, high quality literature, and annual event.
8. Diversify the leadership and power.
9. Diversify fundraising with telemarketing and corporate support.
10. Establish an organization to meet the financial and administrative requirements of the 501(c)3 and National Charities Institute Bureau criteria.

Each working group developed recommendations that comprise a one-year action plan for moving forward on implementing the Planning Group recommendations. The working group action plan summaries are contained on the following charts:

NATIONAL NETWORK WORKING GROUP

ACTION PLAN GOALS	RELATED PRODUCTS
Develop a name that is recognizable and clearly states the mission of the national network.	The suggested name is "Network for Victims of Gang Violence."
Promote the following mission statement: "To assist victims of gang violence and to stop gang violence."	Conduct a strategic planning session to review, revise, and expand the five working groups' action plan recommendations, and develop a one-year "road map" to initiate a strong national network.
Conduct outreach to identify community- and system-based victim assistance organizations that currently provide, or are interested in providing, assistance to victims and witnesses of gang violence.	Write newsletter articles about the creation of a national network for professionals and volunteers who assist victims and witnesses of gang violence, to be disseminated through publications sponsored by national victim assistance and criminal justice organizations.
Develop methods to link network members together on an ongoing basis.	Produce biannual newsletter that offers an overview of the victims of gang violence initiative, Planning Group recommendations and action plan, and new national network, and solicits involvement from key stakeholders at the local, state, and federal levels in both community- and system-based programs.
Develop and implement a public awareness and community outreach program and materials.	Produce a brochure (and eventually a press kit) that describes the mission and goals of the national network.
	Identify spokespersons, including victims of gang violence, "front-line" service providers, and a celebrity spokesperson, who can address media inquiries, and form a speakers bureau to publicize the victims of gang violence initiative, as well as the new national network.
Collect and assess current training resources and curricula relevant to victims and witnesses of gang violence.	Conduct literature review through OVC Resource Center, consult with OJJDP, and include article in the NIJ National Editors' Advisory Group monthly mailing.

TRAINING AND TECHNICAL ASSISTANCE WORKING GROUP

ACTION PLAN GOALS	RELATED PRODUCTS
Identify target audiences to receive training and technical assistance, including but not limited to: victim/witness service providers; emergency room and EMT personnel; funeral directors; schools, and all individuals within the criminal justice system who have contact with and obligations to crime victims, including all first responders.	Identify how target audiences are trained (including orientation and continuing education curricula and forums), and develop modules for inclusion in existing training opportunities.
Identify who currently provides training and technical assistance for target audiences, and apply victims of gang violence issues and concerns to their professions and goals.	Develop concrete examples of how expanding training and services in the area of victims of gang violence directly benefits them, for example, for law enforcement - solving more crimes; for prosecutors - winning more cases; for victims - increased satisfaction with the criminal justice system.
	Develop training modules - including a training outline, overhead transparencies, audio/visual aids, handouts, and suggestions for interactive exercises, including role playing and experiential examples based on real experiences - for each target audience, such as law enforcement personnel, prosecutors, judges, court personnel, community and institutional corrections professionals, victim assistance professionals, victim compensation personnel, medical professionals, funeral directors, and educators.
	Conduct a train the trainers symposium to help ensure consistency in the creation, instruction, and dissemination of the curricula and training modules.
Identify national training opportunities.	Develop an annual calendar and seek opportunities to conduct workshops at conferences and other training forums.

MEDICAL AND EMT WORKING GROUP

ACTION PLAN GOALS	RELATED PRODUCTS
Develop training for trauma physicians and interns relevant to victims and witnesses of gang violence.	Create a curriculum that addresses victim sensitivity, victims' rights and needs, death notification, cultural diversity issues, protection and safety concerns, medical evidence coordination with the criminal justice system; and information and referral dissemination to victim assistance and support services, including victim compensation.
Establish volunteer programs in hospitals, emergency rooms, and trauma centers to assist victims and witnesses of gang violence, utilizing the "Teens on Target" program as a reference.	Develop written policies and protocols to guide hospital-based volunteer victim assistance programs, and a volunteer orientation and training curriculum.
Develop protocol for medical professionals to provide victims with information about their rights, and about the criminal justice system.	Create a summary of federal- and state-specific guidelines about victims' constitutional and statutory rights, an informational brochure about the criminal justice system, and written/video information about victim compensation programs, and coordinate efforts with existing resources to avoid unnecessary duplication.
Educate medical professionals about the severity of the gang violence problem and its relevance to victims and witnesses, and what they can do - as individuals and as a profession - to help.	Write a series of articles for publication in relevant national association newsletters, such as the American Medical Association, American Association of Emergency Room Physicians, American Nursing Association, National Association of Counties, National Association of Mayors, Council of State Governments, and public employee publications.
Expand victim outreach at hospital, emergency room, and trauma center sites.	Produce a public service videotape that can be broadcast on hospitals' closed-circuit networks to victims and witnesses of gang violence and their family members, utilizing support from the U.S. Department of Justice audio/visual division, and using Planning Group participants (diverse by culture, gender, geography, and type of gang victimizations) as spokespersons.

PROMISING PRACTICES WORKING GROUP

ACTION PLAN GOALS	RELATED PRODUCTS
Identify specific risk factors for victim assistance professionals and volunteers who help victims and witnesses of gang-related crime.	Develop recommended safety plans and protocols for situations including, but not limited to: crisis response; home visits in gang-infested neighborhoods; hospital response; and funerals.
Coordinate with the Training and Technical Assistance Working Group to develop curricula that highlight promising practices in serving victims and witnesses of gang violence.	Augment the training and technical assistance curricula with policies and protocols for debriefing victim assistance personnel and crisis responders.
Identify equipment needs for vertical units.	Develop a checklist of basic equipment needs for victim assistance/crisis responders, including items such as beepers, bulletproof vests, crime scene clean-up supplies, and blankets to cover deceased victims.
Develop an operating manual that guides promising practices in victim and witness assistance.	Write a manual that incorporates written standard operating procedures, guidelines, and protocols for responding to victims and witnesses of gang-related crime, both on a short- and long-term basis.
Conduct Planning Groups with law enforcement, EMTs, and schools to assess their needs, concerns, and issues specific to victims and witnesses of gang-related crime.	Summarize Planning Group findings in a report that highlights each profession's issues and concerns, and incorporate findings into a training and technical assistance curricula and efforts sponsored by the national network.
Develop host sites - using Orange County, California, as a model - to provide on-site training and technical assistance by example to jurisdictions seeking to establish vertical victim assistance units and/or improved outreach and services to victims and witnesses of gang violence.	Create protegee programs that incorporate the goals and products of all five working groups.

PROTECTION AND SAFETY WORKING GROUP

ACTION PLAN GOALS	RELATED PRODUCTS
<p>Develop education and awareness programs to enhance public and private sector efforts to provide greater security and protection to victims and witnesses of gang violence.</p>	<p>Write a series of law review articles targeted toward prosecutors and judges that incorporate promising practices in victim/witness protection, court safety, responses through the justice system to threats against and intimidation of victims and witnesses, and relocation issues.</p>
	<p>Develop a help series of training and technical assistance publications for allied professionals - including victim advocates, medical professionals and housing providers - that address promising practices in victim/witness protection and related issues.</p>
<p>Develop plans, policies and protocols to utilize the resources of federal, state, and local agencies and organizations to provide alternative safe housing for victims and witnesses of gang-related crime who perceive or have been threatened with harm.</p>	<p>Identify and publicize existing policies, protocols, and programs that provide for victim/witness protection, such as that at HUD, in order to utilize all available resources needed from both departments to provide safe, alternative housing for victims and witnesses of gang-related crime on an ongoing basis.</p>

VI. CONCLUSION

This Report, Recommendations, and Action Plan on Victims and Witnesses of Gang Violence maps a clear course to ensure that policies, programs, and services provide the level of support and assistance that victims of gang-related crime need and deserve. OVC should continue its leadership role in an effort to address the complex needs of victims of gang violence. Members of the Planning Group look forward to continuing to work with OVC to implement the ten-point action plan described in this report.

APPENDIX A. Planning Group Participants

Aileen Adams, Director, Office for Victims of Crime (Observer)

Clementine Barfield-Dye, President, Save Our Sons and Daughters (SOSAD), Detroit, MI

Jim Burch, Office of Juvenile Justice Delinquency Prevention, OJP

Frances Davis, Founder, Mothers of All Children, Brooklyn, NY

Sharon English, California Youth Authority, Sacramento, CA

Gilbert Garcia, Supervising Parole Agent, Gang Violence Reduction Project, California Youth Authority, Los Angeles, CA

Kerry Healey, Criminal Justice Consultant, Author of NIJ Victim Witness Intimidation document, Abt Associates

Edith Hernandez, State Attorney's Office, Victim Witness Program-Gang Unit, Chicago, IL

Brian Horsley, Tariq Khamisa Foundation, San Diego, CA

Azim Khamisa, Tariq Khamisa Foundation, San Diego, CA

Coleman Lawton, Metropolitan Family Services, Chicago, IL

Christine Lopez, Victim Witness Advocate, District Attorney's Office, Gang Unit, Orange, CA

Hon. Tam Nomoto Schumann, Municipal Court Judge, Santa Ana, CA

Kim Ogg, Director, Anti-Gang Division, Office of the Mayor, Houston, TX

Dan Pearson, Tariq Khamisa Foundation, San Diego, CA

Donna Ray, Office for Victims of Crime

Erik Reid, Youth Violence Task Force, DOJ

Michael A. Roberts, Program Assistant, Victim Services Agency, School Division for Violence Prevention and Alternatives to Violence, New York, NY

Patrick Rogers, Executive Director of the Interdepartmental Council on Native Affairs, Health and Human Services, Administration on Native Americans, Washington, DC

Frances Sandoval, Mothers Against Gangs, Chicago, IL

Julie Sayler, Victim Witness Coordinator, Victim Witness Assistance Center, Office of the District Attorney, Wichita, KS

Anne Seymour, Victim Services Consultant, **(Facilitator)**

Sherman Spears, Teens on Target, Oakland, CA

Jenny Wieland, Program Director, Mothers Against Violence in America, Seattle, WA

APPENDIX B. Planning Group Methodology

Planning Group Methodology

Consultant Anne Seymour, the Planning Group Facilitator, provided all participants with a comprehensive resource package containing information about gangs and gang-related victimization prior to their first meeting on May 17, 1996. In addition, several participants provided the group with resource packages pertaining specifically to their programs and services.

A discussion guide was developed by Ms. Seymour. Participants' responses and input were recorded on tear sheets, which were utilized to prepare a draft of the Planning Group discussion. An expanded Planning Group was convened on August 14, 1996 in Tulsa, Oklahoma, to review and refine the initial findings, and to develop an action plan for the future. The report is the result of the two Planning Group meetings.

Planning Group Facilitation

The OVC Planning Groups were facilitated by Anne Seymour, a Washington, D.C.-based criminal justice and victimology consultant with over 13 years experience in research, evaluation, training, and technical assistance. Ms. Seymour has facilitated a number of justice-related planning groups for the Bureau of Justice Assistance, OVC, national non-profit victim assistance and criminal justice organizations, and private industry.

APPENDIX C. Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Community-Wide Approach to Gang Prevention, Intervention, and Suppression Program

As part of OJJDP's fiscal year 1994 Comprehensive Response to America's Gang Problem, a Comprehensive Community-Wide Approach to Gang Prevention, Intervention, and Suppression Program was developed. Under this program, the implementation of a comprehensive gang model in five jurisdictions is being supported for a three-year period. The demonstration sites, currently implementing the model that was developed by the University of Chicago with OJJDP funding support, are: Mesa and Tucson, Arizona; Riverside, California; Bloomington, Illinois; and San Antonio, Texas. Implementation of the model requires the mobilization of the community to address gang-related violence by making available social intervention, providing social/academic/economic and other types of opportunities, supporting gang suppression through law enforcement, prosecution and other community control mechanisms, and by supporting organizational change and development in community agencies to more adequately address gang violence. Although a variety of strategies and program elements are possible, specific policies and procedures must be designed to achieve the intermediate goals of suppression and intervention and the ultimate goal of reducing the youth gang problem. The model is based in part on the premise that policies of deterrence, prevention, or rehabilitation in themselves are insufficient to confront the youth gang problem. Operational strategies and methods of carrying them out must be systematically integrated, inasmuch as the youth gang problem has different, but interrelated elements.

In the first year of the project, the demonstration sites began an ongoing problem assessment process to identify the full nature and extent of the gang problem in the community as well as its potential causes. The assessment process will also help communities to understand what may cause gang violence in their community and to identify benchmarks by which program success may be measured. These demonstration sites participated in various training and technical assistance activities including two cluster conferences sponsored by OJJDP. In addition, the demonstration sites began planning for strategy development and service provision and made progress towards full community mobilization. In some cases, communities built upon existing planning structures or bodies for mobilization and planning purposes as opposed to creating new structures.

Over the next two years, demonstration sites may receive supplemental funding to continue implementation of the model program and will build upon the sustained mobilization, planning, and assessment processes. Additionally, the demonstration sites will continue to target gang violence prone youth and those youth involved in gang violence but ready to leave the gang through the combined efforts of this program. The sites will continue to cooperate with the independent evaluation of this demonstration effort which is funded under a separate grant.

In addition to the five demonstration sites mentioned above, this same model is being implemented under OJJDP's SafeFutures: Partnerships to Reduce Youth Violence and Delinquency Program. Under this initiative, a total of six additional demonstration sites will be implementing the comprehensive program model and will receive technical assistance regarding the model and its implementation.

APPENDIX D. Promising Practices: Points of Contact

Comprehensive Victim Assistance Program for Victims of Gang Violence

Gang Victim Services Program

Contact:

Christine Lopez
Community Service Programs (CSP)
Crisis Response Unit, Gang Homicide
P.O. Box 14169
Orange, California 92613-1569
Telephone: 714/935-7492

Hospital-Based Intervention and Prevention Program

Teens on Target

Contact:

Sherman Spears
Teens on Target
c/o Youth ALIVE
Summit Medical Center
3012 Summit Street, Suite 3670
Oakland, California 94609
510/444-6191

School-Based Violence Prevention and Victim Services Programs

Victim Services, Inc.

Contact:

Michael A. Roberts
Victim Services, Inc.
189 Montague Street
Brooklyn, New York 11201
Telephone: 718/624-2111

Community-Based Programs Sponsored by Victims of Gang Violence

Save Our Sons and Daughters (SOSAD)

Contact:

Clementine Barfield-Dye, Founder and President
Save Our Sons and Daughters
2441 West Grand Boulevard
Detroit, Michigan 48208
Telephone: 313/361-5200

Mothers of All Children

Contact:

Frances Davis, Founder
Mothers of All Children
632 Sterling Place
Brooklyn, New York 11238
Telephone: 718/636-1634

Tariq Khamisa Foundation

Contact:

Azim Khamisa, Founder and President
Tariq Khamisa Foundation
550 West C Street, Suite 1700
San Diego, California 92101-3568
Telephone: 619/277-5700

Public-Private Partnerships to Reduce Gang Violence

Wichita Neighborhood Initiative

Contact:

Margalee Wright, Director
3995 East Harry, D-12
Wichita, Kansas 67218
Telephone: 316/685-6422

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