

## GRANT ADJUSTMENT REQUEST

HILLSBOROUGH COUNTY  
CRIMINAL JUSTICE, 10119 WINDHORST RD  
TAMPA, FLORIDA 33619

### OUTSIDE ORGANIZATION REQUEST FOR CONTRACT REIMBURSEMENT

ORGANIZATION: CITY OF TAMPA

PROGRAM: COMMUNITY ANTI-GANG EXPANSION AND ENHANCEMENT

ITEM / PROJECT	APPROVED GRANT AWARD BUDGET	ADJUSTMENT REQUESTED	ADJUSTED / APPROVED GRANT AWARD BUDGET	EXPENDITURE (as of 03/31/12)	OBLIGATED (PENDING for April/May)	REMAINING BALANCE
Overtime	\$240,066.00	\$17,000.00	\$257,066.00	\$224,535.64	\$29,272.34	\$3,258.02
Travel	\$12,000.00	(\$12,000.00)	\$0.00	\$0.00	\$0.00	\$0.00
Training	\$20,000.00	(\$20,000.00)	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$30,600.00		\$30,600.00	\$0.00	\$18,849.40	\$11,750.60
Expenses	\$75,000.00	\$15,000.00	\$90,000.00	\$62,174.17	\$15,000.00	\$12,825.83
TOTAL	\$377,666.00	\$0.00	\$377,666.00	\$286,709.81	\$63,121.74	\$27,834.45



Ivy A Valdes

Grants Accountant (Public Safety)

Title

04/25/12

Date



Kenneth D Morman

Major, Criminal Investigations Division

Title

4/25/2012

Date



### **Background and CAGI History (Addendum 1)**

In 2006, the gang problem in Tampa Bay was severe, and escalating, criminal justice stakeholders joined together with the US Attorney's office and became one of the Super 6 Anti-Gang sites in the Country. The original sites were so effective that the Department of Justice expanded funding to 10 then 12 sites across the nation under the Community Anti-Gang Initiative (CAGI) under the Project Safe Neighborhoods (PSN) programs. CAGI is a closely coordinated, evidenced based program (EBP) that combines traditional law enforcement and prosecution activities with prevention, intervention and reentry.

Hillsborough County employs a liaison to work with criminal justice stakeholders on issues of mutual importance. Criminal Justice works with primary and secondary collaborative partners to accomplish its mission of a Safer Hillsborough. The Criminal Justice Liaison is a member of the Hillsborough County Public Safety Coordinating Council, a statutorily mandated committee consisting of community leaders, high-level public safety and criminal justice officials.

Hillsborough County Criminal Justice via the county government's access station, Channel 622, produced and aired several public service announcements and segments on the anti-gang initiative called GANG OUT. A prevention program was aired on County Connections, a live, television and call-in show.

The purpose of prevention programming was to create a sustainable community framework of gang and violence prevention initiatives for at-risk youth. In Hillsborough County youth prevention offers a wide-array of highly individualized services to youth ages 7 through 14 who are at-risk for gang involvement. Those services included structure after school/weekend/holiday/summer programs, sporting events, educational field trips, community service projects,

## Program Narrative (Attachment. 2)

### Category I: Comprehensive Community-Based Data-Driven Approaches to Preventing & Reducing Violent Crime.

1. **Problem.** Passage of Florida's Amendment 1 dramatically cut public service funding and the failing economy further depleted Hillsborough County's resources that address gang issues. Our Community Anti-Gang (CAGI) grant will expire soon, requiring additional funds to continue community policing and enhanced prosecution to protect the community. CAGI is highly successful but gangs are mobile and growing exponentially. [See Addendum 1, Background & History]. Without new funds, effective collaborative, comprehensive, holistic approaches that have been established will end. Funds requested will also implement intervention services which deter gang enrollment, decrease crime, and continue community engagement.

In 2006, the gang problem in Tampa was so severe we formed one of the 1<sup>st</sup> Project Safe Neighborhoods (PSN) – CAGI programs which expanded to 5-counties. In 2007, we formed a Task Force (CAGI-TF) with a stalwart core combining prevention, enforcement, prosecution, and reentry using a PSN model. A dedicated Sheriff's gang analyst (retained under JAG) gathers data, identifies trends, develops intelligence, and share resources as evidenced by favorable outcomes and disseminated through their "TURF REPORT" [See Addendum 2.] (Note: Tampa, Polk and Pasco are applying for gang analysts under Category IV to support this project.) In 2008, Michigan State University found CAGI to be the force that kept violent crime lower (per capita) than any major city. During 2-CAGI site visits Tampa Bay was as an exemplary site and HCCJ was called upon to provide technical assistance to other grantees.

Over the past 3-years, there has been a dramatic increase of gang activity including murder, drive-by shootings, aggravated battery, and narcotics trafficking. TPD's Gang Squad (GSU) identified and tracked 3,000 gang members or associates of 35 criminal street gangs. The GSU monitors international, national, localized and regional gangs. Tampa gangs are becoming more violent, terrorizing residents and committing more heinous crimes, not to mention that their ambitions are becoming more money-conscious with drugs and guns being a



driving force. [See Addendum 3, TPD Threat Analysis.] The SAO reports an increase in gang cases FY 2007/08 as follows: traffic crimes up by 35; felony crimes up by 597; juvenile crimes up by 29; misdemeanor crimes up by 161. Reports for 2009 have surpassed totals for 2007. Arrests and felony convictions for gang members are rising with the use of intelligence-led and evidence-based practices (EBPs) i.e. community policing, restorative justice, PSN and National GAINS Center tools. [See Addendum 4, Partial Case Histories]

**Sustainability** Tampa/Hillsborough Community Anti-Gang Expansion and Enhancement (CAGEE) creates 7 FT jobs (3,744 overtime hours), retains 4 jobs and spurs economic activity by augmenting current activities. CAGI is an ongoing success and every effort will be made to retain the positions, sustain the strategies and expand. CAGEE is a critical opportunity to engage, document and evaluate intensive approaches. Enhancements can be started quickly through existing contracts and use of collaborative efforts to recruit. Local, state and federal agencies support this funding while key stakeholders will demonstrate cost effectiveness and pursue continuation funding through state agencies. [See Addendum 5, Letters of Intent to Continue CAGI Partnership.]

**2. Program Design and Implementation Risk Factors.** Family indicators are disorganization, violence, addiction, lack of role models, and parents with violent attitudes. These factors are the heart of this proposal- preventing youth who are at-risk, intervening for those involved with gangs at varying and increasing levels, and enforcing consequences for gang activity, to build a safer community and to assist youth and their families live healthy, productive lives. The Intervention **Population** is youth aged 10 to 17, charged with 1<sup>st</sup>-time misdemeanor battery against their family. They can be family, school, court or law enforcement referred. Applicants are screened to determine risk factors and potential gang relationships and placed in residential or outpatient programs based on safety factors in the home. The Enforcement/Prosecution **Population** is all members and gang crime and gang, respectively. [See Addendum 6, Florida Statute describing gangs and gang crime.]

**Design and Implementation** Early CAGI focus on adults for enhanced prosecution and very young children for prevention created a gap in services for dealing effectively with violent teens; therefore, the JVP expansion will

target youth involved with gangs. CAGEE follows BJA's suppression prototype for drug-trafficking by youth and adult gangs with focus on enforcement and prosecution strategies modeled after the 6- key elements of EBP Urban Street Gang Program : planning & analysis, gang information & intelligence systems, gang suppression strategies & tactics, interagency cooperation & collaboration, use of legal mechanisms, and evaluation of operations. Current gang suppression strategies/tactics include: Confidential informants and undercover officers; surveillance, arrest, buy/bust, and reverse sting operations; Interdiction, barriers, sweeps, and warrant execution; Other investigative approaches, such as follow-up investigation and multi-jurisdictional task forces; Suppression through patrol and enforcement of health, building/zoning codes and nuisance abatement ordinances. Based on these successful elements, current services will be enhanced with the following action steps: 1.) The intervention is Safe Neighborhood Family Violence Treatment Program - a community based Family Therapy Program which combines a short-term residential program (for the child) and a community based Outpatient Family Therapy for the entire family. Participants receive Family Therapy, parent education and court support for restoring order and treating the family for conflict and violence. Families learn to use positive parenting principles and approaches which emphasize conflict resolution, problem solving and family mediation. An existing 12-bed facility treats non-arrested juveniles and a new housing unit would increase capacity to 18-beds for this intervention. Partnering agencies propose to enhance services to 1<sup>st</sup>-time arrested children as a diversion to Juvenile Justice and target Serious Habitual Offender Comprehensive Action Program (SHOCAP) youth at-risk of gang involvement due to family violence. SHOCAP is a model program designed to provide intense supervision to habitual juvenile offenders providing the highest level of coordination between members of the juvenile justice system. For those SHOCAP clients who continue to commit crimes, the information sharing process leads to more timely arrests. In FY 07/08, the Florida Department of Juvenile Justice (DJJ), another partner, detained 4,650 youth with 1,125 (25%) considered violent. Charges included murder/manslaughter, attempted murder, sex battery, armed robbery, agg-assault, resisting arrest with violence, shooting/ throwing a deadly missile, etc. Referred at-risk and SHOCAP youth will receive: screening, extensive intake and psycho-social evaluation, mental health screening,

Individualized Treatment Plan, individual/group counseling, education and recreation services. The team leader will work with HCCJ to strengthen effectiveness by providing a link to the Juvenile Assessment Center (JAC), HCSO, juvenile courts, and service providers delivering prevention and treatment services. Staff will review juvenile data, encourage providers to enroll in a searchable social service database, disseminate information, facilitate training, host gang awareness and anti-gang events in the community, adhere to EBP and best practices. The intervention team will provide public awareness, create or promote engagement, increase data sharing and provide technical assistance. The proposed enhancement includes: 1) hiring 1-FTE management position, 1-FTE case manager, 3-FTE child care workers to staff a 6-bed facility for short term care. The department would retain 3-FTE child care workers to fulfill staffing requirements. [See Addendum 7, Roles, Job Descriptions & Bios.] 2) TPD will use a multi-faceted approach for reducing violent crime and gang activity to include: electronic surveillance, identification of violent offenders, use of neighborhood based enforcement operations, support of enhanced gang related penalties, arrest and prosecution, public awareness, information sharing, participation in joint criminal investigations. 3) Hiring 1-assistant statewide prosecutor within the OSP to be dedicated to gang prosecution who will work with local, state, and federal law enforcement officers and prosecutors to increase the legal process of information sharing. 4) Hiring 1-special juvenile prosecutor (JVP) enhances local CAGI efforts and fills gaps in resources. 5) Retaining 1-felony gang attorney will facilitate detailed communication, investigation, arrest and conviction of gang members and gang-related activities. See pg. 8 for a detailed chart of goals/objectives, performance measures, grantee data, and activities highlighting improved functioning of the criminal justice system.

**3. Capabilities/Competencies** The County has a \$4-billion dollar budget, with AA credit rating, and has vast experience administering multi-system initiatives. The County can track draw-downs and grant expenditures separately from any other funding using formal government automated systems. The Criminal Justice Liaison's (CJL) vision is "a safer Hillsborough". The HCCJ mission is to "create pathways that lead to comprehensive Criminal Justice programs" and the guiding principle is to "Change lives through

public/private partnerships” such as CAGI and CAGEE. Therefore, HCCJ is the lead agency for all grant activities in conjunction with collaborative partners. Collaborators maintain open lines of communication. Formal information sharing takes place at regularly scheduled meetings. Informal information will be shared immediately to groups providing intervention. Information about community mobilization, singular agency activities not directly related to CAGEE, and other activities of use or interest will be shared. The Program Director, the HCCJ-CJL, will ensure smooth communication, program development, implementation and reporting. Children's Services is a Delinquency Prevention Provider providing Status Offender treatment for the Department of Juvenile Justice under the Children in Need of Services/Families in Need of Services model. These services, have been provided for 20+years. A Manager of the Child and Family Counseling Program, will supervise and oversee services.

**5. Impact/Outcomes, Evaluation, Sustainment, & Data Collection** CAGEE supports and enhances a mature program with 2-years of data. {See Addendum 8, Articles on CAGI Efforts.} Resources will be directed in a preemptive manner against the recruitment into gang activity. Neighborhoods will be targeted based on domestic violence exposure, gang or other violence. The community will be engaged in a coordinated and multi-tiered approach. Desired results are achieved by strengthening a network of systems and services including use of existing facilities (public, private and non-profit) to engage youth, siblings, parents and community leaders. Asset mapping is used to address gaps. By providing access to existing programs with proven track records, the issues of idle time and the potential for nefarious behavior can be diminished. Stakeholders will work with schools to provide access to these facilities for truants (after hours), while finding solutions (e.g. Alternative to Out-of-School Suspension, accredited G.E.D. programs, vocational training) for students who attempt to circumvent the school system.

Stakeholders recognize “grouping” as a natural process in social development. Part of our impetus will be to affect the value system of these groups. Value-based curriculums will be infused into the culture of groups, via school activities, after-care programs and grassroots activities. Models (e.g. S.A.R.A. - Scan/Analyze/Respond/

Assess and Building Bridges) are similar to those utilized in community-policing strategies and may be used to fully engage stakeholders. Emphasis will be placed on the fact that community members are partners in the public safety process. To facilitate service delivery, we intend to use a network of area experts, stakeholders, service providers and consultants to provide “in-reach” into actual facilities (JAC, schools, etc.) within the affected areas.

**Prevention** – GANG OUT programs exist in various neighborhoods and are working well to keep 10-14 year olds from joining gangs. Those youth prevention initiatives are on-going and CAGI also identified a missed delinquency population. Additionally, gangs are recruiting more heavily in schools and attracting younger children. As a result a new intervention is needed. **Intervention** – Civil Citation is used for 1<sup>st</sup>-time misdemeanor charges and Neighborhood Accountability Boards (NAB) to promote restorative justice and restitution (e.g. community service) for the community and/or victim. Court sanctions will be used to curb further matriculation into the juvenile justice and adult criminal justice system. **Re-entry** services for adult gang members exist at the corrections and community intercept. **Data Collection** - Information involving gang-related incidents will be reviewed and utilized to adjust and direct resources in an effective manner. This information is shared - using TURF REPORTS - gang newsletters, and FDLE’s InSight & COPLINK systems to maintain a coordinated approach. **Technology** – Automated phone systems, Crime Stoppers (<http://www.crimestopperstb.com/>) and Gang Out [http://www.hcso.tampa.fl.us/PublicWeb/community/programs/gang\\_out\\_HCSO.htm](http://www.hcso.tampa.fl.us/PublicWeb/community/programs/gang_out_HCSO.htm) accept anonymous tips. Information is screened/routed to the appropriate agency. People gang information (e.g. signs/symbols, indicators, preventive services, etc.) may access this information 24-hours/7-days a week. **Civic Engagement** - Roundtables, workshops and concentrated media campaigns will increase the awareness and provide tools citizens can use to respond effectively. Community organization/action (e.g. Graffiti removal, neighborhood cleanups, Crime Prevention through Environmental Design, etc.) and training will be provided on a community level to build and enhance capacity of individuals, agencies and groups within their respective areas. **Investigation & Prosecution** – The Assistant Statewide Prosecutor (ASP) works with state, federal, and local law enforcement and has prosecuted in the circuit courts and federal courts. Statewide prosecution allows multi-circuit criminals to be

prosecuted under RICO without having to file each charge in separate circuits. **Training**– 10 gang identification trainings were held by CAGI and DEA Narcotics school. OSP participated in training RICO techniques across the State and will continue to do so along with TPD public awareness, education and prevention programming. 6.

**Funding Coordination** – HCCJ will coordinate grant activities/funds used to combat gangs across the Tampa Bay area. 7. **Current Data Sharing Capacity.** The Office of the Statewide Prosecutor (OSP) was created in 1986 to counter the expanse of crime in our state. The OSP provides a proactive partnership to enforcement from initial tip through verdict and is not frustrated by geographic, judicial boundaries. The OSP investigates and prosecutes multi-circuit organized crime and assists law enforcement efforts against organized crimes. The prosecutors work regularly with their federal and state counterparts to coordinate efforts against criminal activity and host regional gang summits. The AGO created a statewide task force modeled after our CAGI approach. [See Addendums 9 and 10, Florida Statewide Gang Reduction Strategy and the related Regional Organization Chart.] The AGO reports on anti-gang efforts to the Governor and Legislature highlighting successes and future goals.

During 2008, the GSU assumed an active role in facilitating interaction in preventing gang atrocities through immediate response to scenes involving violent crimes. Gang members commit offenses around the world, nation, state, county, or city. Effective disruption of these gangs requires an extensive and mutually beneficial partnership between various agencies. These partnerships do not require agents to be co-located but committed to bringing agencies together in a uniformed attack with a common purpose of dismantling and incarceration of the gang member violators.

CAGI-TF and CAGEE will collect data as required by the NIJ for evaluation. Communication will occur formally at task force meetings and informally to meet changing needs in the community and to maximize the effectiveness of the intervention. Data sharing will take place, but is not limited to: Police Departments of Tampa, Bradenton, Clearwater, Lakeland, Temple Terrace, New Port Richey; Sheriff's Offices of Manatee, Pinellas, Pasco, and Florida's OSP, Hillsborough; SAO's 6<sup>th</sup> and 13<sup>th</sup> Judicial Circuits; Immigration Customs Enforcement; FBI; USAO, Florida; Alcohol, Tobacco, & Firearms; FDLE; and the DEA.

Goals & Obj	Performance Measures	Grantee Data Assessed/Analyzed	Description & Process for Reporting*
Categories I-VIII Recovery Act: Preserve & Create jobs	4 jobs retained (Child Care) and (Legal).	-# of jobs prevented from being eliminated with the Recovery funding during this reporting period? -# of jobs (by type) created with Recovery funding during this reporting period?	An unduplicated # of jobs that would have been eliminated if not for the Recovery Act funding.
	7 jobs created (Management, Case Manager, Child Care, Prosecutors) + 3,744 overtime hours.		An unduplicated # of jobs that would not have been created if not for the Recovery Act funding. Data will be reported quarterly or as requested.
Promote Economic Recovery	% of essential services maintained w/o disruption % increase of essential svcs. # of partnerships est. to avoid reductions and duplications	# of essential services prevented # of services currently provided # of new essential services provided # of partnerships formed preventing reductions in services or duplication	Essential svcs are defined as svcs that are necessary to achieve the County's mission. Partnerships are defined as the CAGI-TF activities between state, local, federal enforcement agencies. Data will be reported quarterly or as requested.
Facilitate justice information sharing, collaboration and problem solving	% increase of neighborhood based enforcement operations % of tips/leads referred to other agencies resulting in arrest or conviction	# of new hours committed to operations # of tips/leads referred to other agencies # of tips referred to other agencies resulting in arrest/conviction	Data will be reported in the form of a quarterly report or as requested.
Enhance initiatives to reduce the incidence of violent crime.	85% of youth will successfully complete program. 85% of youth who graduate will have performed at least 1-reinvestment act (comm svce related to offense)	# of youth successfully completed program requirements.**  # of new awareness, education and prevention workshops	Increase public safety and reinvest in community Data will be reported in the form of a quarterly report or as requested.

\* All data collected and tabulated on Internet-based client data system contracted through statewide Florida Network of Youth and Family Services data management system NETMIS

\*\*Please refer to attachments for a detailed description of enhanced initiatives for youth outcomes, enforcement, prosecution and decreased crime rates

family activities, mentoring, tutoring, character/leadership development, social and religious activities, cultural and performing arts, anti-bullying, substance abuse prevention and counseling.

Over 5,125 students participated in GANG Out programming and 3,032 successfully completed six week to six month long programs. Intervention for youth ages 15 to 18 was a missing link in the original CAGI funding for the 1<sup>st</sup> six sites and services for this target population are a critical component of anti-gang measures.

Reentry has served over 150 known gang members and high-impact felons that return to Tampa and reenter the community in a productive fashion. Reentry services include a free tattoo removal service and other highly individualized services and is designed to meet immediate needs, assist with intermediate needs and plan for long-term needs of the ex-offender and their family, if necessary.

Enforcement has formulated and prioritized investigative strategies and implemented a multi-faceted, regional approach to reducing violent crime and criminal street gang activity to include:

- ✚ Use technology (electronic surveillance and forensic evidence) and human intelligence derived from cooperating defendants and confidential informants to identify persons who commit violent crimes;
- ✚ Identify the worst violent offenders whose activities provide support for street gang or criminal organizations, and armed career criminals;
- ✚ Enact a law that requires certified gang members to be registered and facilitate criminal registration under the statute;



- ✚ Use of neighborhood based enforcement operations designed to displace, disrupt, or dismantle criminal activity;
- ✚ Arrest and aggressively prosecute individuals and associates in federal or state jurisdiction looking at the maximum penalty offered;
- ✚ Supporting the application of any enhanced gang-related penalties sought by the prosecution;
- ✚ Devise public awareness, education, prevention and reentry programs.
- ✚ Build a partnership with community based organizations, faith based organizations, and community leaders to develop an effective commitment between the community residents and law enforcement;
- ✚ Build a partnership with other government organizations such as Code Enforcement, Animal Services, etc.;
- ✚ Engage in the exchange of active intelligence information with federal, state, and local law enforcement partners;
- ✚ Participate in and support the joint criminal investigations with federal, state, and local partners; and,
- ✚ Participate in committees, coalitions, councils, and boards on initiatives that offer prevention programs or reentry initiatives to decrease recidivism.

Arrests and felony convictions for gang members are rising with the use of EBP's such as community and intelligence-led policing, restorative justice, Weed and Seed and other PSN

models, and reentry practices. Now Hillsborough ranks 2<sup>nd</sup> of Florida counties with the most gang members in prison. Yet there is still a dramatic increase of gang violence and gang activity in Tampa Bay. Due to the mobility and multi-jurisdictional movement of gang members, along with the egregious and diverse nature of the offenses. The US Attorney's Office (USAO), the State Attorney's office (SAO) and the Office of the Statewide Prosecutor (OSP) work closely together to decide the most effective prosecutorial venue. While the bulk of cases are handled by the SAO, OSP has had major success utilizing state Racketeer Influenced and Corrupt Organization (RICO) statutes to prosecute gang members and the USAO is prosecuting the worst of the worst criminal element. The Tampa OSP's approach to reducing gang violence is charging the individuals as an enterprise under RICO. This began in early 2007, at the same time CAGI was formed in Tampa. To date, the Tampa OSP has filed charges on 45 individuals in four separate RICO and Conspiracy to RICO informations (indictments). Substantive charges including possession of cocaine with the intent to deliver, carrying a concealed firearm, and delivery of cocaine have been filed. Twenty-five defendants have received a combined total of 195 years in prison, which averages to 7.8 years per defendant and a combined total of forty-seven years of probation. As a result of our work, the Florida Attorney General has committed to a Florida Gang Reduction Strategy and created 7-Regional Task Forces patterned after our CAGI-Task Force (CAGI-TF). Elements of the plan include enforcement, prosecution, prevention, intervention and reentry. In Region IV, which includes all of Tampa Bay, the regional task force can focus on prevention and reentry because law enforcement is collaborating and prosecution is aggressively pursuing the cases.

Criminal street gangs that operate throughout most of the Tampa Bay area are mostly territorial and pose a significant threat because they are the largest and control the greatest

geographical area. Traditionally, a major component in territorial gang activity is that their affiliates operate within their own neighborhood, which gives them a level of familiarity and the ability to protect their block. Acts of violence and threats are key elements used by criminal street gangs to instill fear in and to intimidate residents and discourage reporting crimes. One of the biggest complaints regarding nuisances are associated with open-air drug markets. Special emphasis is placed on dismantling criminal street gangs that traffic in substantial quantities of illegal drugs and/or commit acts of violence or use intimidation to facilitate their affairs.

In the Attorney General's Report to Congress he discussed how the national gangs are working with the local gangs to become better organized and efficient in their criminal enterprises. He also pointed out the connections between criminal street gangs to international drug trafficking organizations, and organized crime<sup>1</sup>. There are 15 criminal street gangs and two motorcycle gangs in the City of Tampa that have significant ties to drug trafficking organizations. The Outlaw Motorcycle Gang has documented ties to Organized Crime. Twelve national criminal street gangs have been identified in the Tampa Bay area.

Another factor impacting the gang situation in the Tampa Bay area is the ethnic make-up of the area and the large transient population. The region has a significant population of various ethnic groups such as Asian, Italian, Mexican and other Central American cultures. This is compounded by the transient migrant farm workers servicing Florida's agriculture businesses.

The City of Tampa is committed to neighborhood-based initiatives, which address open-air drug markets, and nuisance complaints associated with criminal street gang related activity. As we continue to encourage and expand our neighborhood-based initiatives, our residents become

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<sup>1</sup> *Attorney General's Report to Congress on the Growth of Violent Street Gangs in Suburban Areas*, April 2008.

more involved with the police in working against crime. The Tampa Police Department's Gang Suppression Unit (GSU) strives to control existing criminal gangs while disrupting their capacity to engage in criminal activities and prevent the expansion of gang culture or identification among Tampa's youth. The GSU's investigative responsibility is to dismantle or significantly disrupt the organizational infrastructure of Tampa's most violent, entrenched, and invasive gangs which erode the quality of life of our citizens. This aggressive enforcement is coordinated with other agencies in conjunction with the Middle District of Florida's CAGI spearheaded by the United States Attorney's Office and in support of our prevention partners who conduct both youth prevention for at-risk children ages 7 through 14 and prisoner reentry programs for known gang members and other high impact felons or those ex-offenders who are mentally ill, have a substance abuse or co-occurring mental illness and substance abuse disorder. Youth prevention follows EBP's established by the Office Juvenile Justice and Delinquency Prevention and include model programs such as the Mendez Foundation Too Good for Drugs and Violence and Anti-bullying campaign. Reentry follows the principles established .adopted by SAMHSA and CMHS created by the National GAINS Center. Reentry includes EBP's such as Adult Reentry Cross Training, System Mapping, Brief Mental Health Screening, and Assertive Community Treatment (modified) and forensic intensive case management.

The GSU identifies and tracks criminal street gangs and outlaw motorcycle gangs who meet the statutory criteria for certification. (See Addendum for definition and excerpts established under Florida Law.) Currently there are approximately 3,000 criminal street gang members/associates from approximately 35 criminal street gangs. These criminal street gang ranges from some of the international and national gangs to home grown localized scavenger and territorial gangs. The GSU is currently monitoring several international, national and regional

motorcycle gangs, which does not include local clubs that associate with the outlaw gangs at various levels. Among them are the Outlaws, Pagans, Renegades, Black Pistons, Sin City Disciples, and the Legend of Doom.

Gangs in the Tampa area are becoming increasingly more violent, terrorizing residents and committing more heinous crimes, their ambitions are becoming more money-conscious with drugs and guns being the driving force. Accordingly, a primary objective of the GSU is to infiltrate and disrupt, displace or dismantle criminal gangs. In order to accomplish this, various investigative techniques must be employed and funded that provide for the identification of the leaders and elders of the targeted gang. The investigation must be constructed so as to provide for the infiltration of lower ranking members to expose the upper echelon and the command structure. The GSU assumes an active role in facilitating interaction in preventing gang atrocities through immediate response to scenes involving violent crimes. This method is employed to utilize existing intelligence and informants to identify suspects, as well as to prevent escalation or retaliation. Using EBP's such as Community Oriented Policing resulted in a 46% reduction in UCR Part 1 Crime, in Tampa, over the past six years. During 2008, the GSU assumed an active role in facilitating interaction in preventing gang atrocities through immediate response to scenes involving violent crimes. This approach is employed to utilize existing intelligence and informants to identify suspects, as well as to prevent escalation or retaliation. The GSU's prompt reaction to targeted crimes also preserves the integrity of Uniform Services Operations as their resources are not depleted.

To sustain effective enforcement actions, the GSU conducts covert investigations with buy-operations to purchase evidence (firearms, narcotics or stolen property). All arrests associated

with the buy-operations are held in abeyance, which allows for undercover officers or informants to gain the confidence of criminal elements and structure the overall scope of activity. Once TPD and the prosecutors are satisfied that GSU's efforts have effectively developed sufficient evidence and information to dismantle all elements committing crimes, mass arrests takes place.

As previously mentioned, members of criminal street gangs or motorcycle gangs commit offenses around the world, nation, state, county, or city. Their intricate conspiracies cross multiple jurisdictional boundaries and retreat to strong holds within local neighborhoods. Effective and successful disruption of these gangs requires an extensive and mutually beneficial partnership between various agencies. Partnerships do not necessarily require agents to be co-located but there must be a commitment to bring the attributes of each agency together in a uniformed attack on these gangs with the sole common purpose of dismantling the gang and incarceration of the gang member violators.

The OSP is part of the State of Florida Attorney General's Office and as such has jurisdiction to prosecute multi-circuit crimes within the State of Florida as specified under Chapter 16.56, Florida Statutes. Some of the crimes handled by the OSP include crimes involving the Florida RICO Act, narcotic and other dangerous drugs, fraud, and specified violent crimes. The OSP has not only sought enforcement of the laws, but has also worked with others to examine how enforcement could be combined with prevention, rehabilitation, and reentry of criminal gang members. The OSP has eight offices across Florida including one in Tampa. While an Assistant Statewide Prosecutor has statewide jurisdiction, each office typically handles cases within their region. The OSP Tampa office typically handles cases around the Tampa Bay area including Hillsborough, Pinellas, Pasco, Polk, Sarasota, and Manatee Counties – which are all a part of the CAGI-TF.

In June of 2007, the Florida Supreme Court convened the 18<sup>th</sup> Statewide Grand Jury. The Tampa OSP led this Grand Jury which issued two reports addressing enforcement, prevention, rehabilitation, and reentry of criminal gangs and gang members. In 2008, the Florida Legislature went on to adopt many of the Grand Jury's recommendations by passing legislation which strengthened Florida's "Criminal Gang Prevention Act" under Chapter 874, Florida Statutes. In addition, as part of the Florida Attorney General's Office, the OSP has been involved with the Florida Attorney General's Florida Gang Reduction Strategy. This strategy has lead to convening across the State seven regional Gang Reduction Task Force Sessions in which local agencies and individuals address prevention, rehabilitation, and reentry. The OSP along with law enforcement has also taught gang RICO prosecution at seminars across the State of Florida. However, one of the main goals of the OSP is seeking the eradication of criminal gangs through the enforcement of the laws. The Tampa OSP has been accomplishing this by attacking the criminal network of gangs via charging the individual gang members as part of a RICO enterprise. Other substantive charges filed include possession of cocaine with the intent to deliver, carrying a concealed firearm and delivery of cocaine.

By strategically targeting gang members who will be charged with RICO, it has allowed the head of the gang to be collectively severed from the body. The Tampa OSP charges between 10 to 15 criminal gang members in a typical gang RICO prosecution. Those criminal gang members charged with RICO have historically remained incarcerated and on average have received 7.8 years of incarceration. The OSP has worked with local, State, and Federal Agencies while prosecuting Gang RICO's. In the past, Assistant Statewide Prosecutors have been cross designated as Special Assistant United States Attorneys and Assistant State Attorneys. While the Tampa OSP was not a grant funded member of the previous Tampa Bay PSN CAGI they were an

active participant at the meetings and with the CAGI partners. The Assistant OSP (ASP) would be a newly grant-funded member, but the OSP has already established itself as an agency with a proven record of gang prosecution. The inclusion of an APS would allow local, state, and federal agencies an additional resource to bring cases. Due to an increase in attorney caseloads from the influx of Gang RICO cases, along with the loss of salaried attorney positions, the Tampa OSP is overburdened with cases. The funding of an exclusive ASP prosecutor to handle gang RICO prosecutions would benefit gang prosecutions in the Tampa Bay area while creating a new position. Should this Competitive Grant Application be approved, the Tampa OSP would create a new position and hire an additional attorney. The OSP would commit itself to retaining this position after the expiration of the grant as the need for prosecution of gangs is not expected to diminish in the near future. The proven success rate by the Tampa OSP can be shown in the statistics below, the included news articles and in the attached letter of appreciation from Sheriff Brad Steube with the Manatee County Sheriffs Office. Attacking gang members as part of a RICO enterprise is a time-intensive approach that the Tampa OSP is uniquely situated to handle.

Gang violence has continued to grow and plague the Tampa Bay area and the ASP adds another tool in the CAGI-TF tool box. The Tampa OSP has established a data driven approach to reduce gang activity. This approach has proven successful in large part to the shared communication the Tampa OSP has with law enforcement agencies such as those involved with CAGI. The Tampa OSP has worked with local, state, and federal law enforcement agencies while seeking prosecution of violent gang members in the Tampa Bay area. These agencies have included: Tampa Police, Hillsborough County Sheriffs Office, Manatee County Sheriffs Office, Palmetto Police Department, Bradenton Police Department, Sarasota Police Department, Plant City Police Department, Pasco County Sheriffs Office, Florida Department of Law Enforcement,



and the Bureau of Alcohol, Tobacco, Firearms, and Explosives. Tampa OSP has also found it imperative to work with both the US Attorney's Office, as well as the local State Attorney's Offices, since many of the defendants have additional state and federal charges. CAGI has shown to be an asset at bringing federal and state agencies together to learn about the prosecutions of the other agencies. This grant proposal, like CAGI, intends to bring agencies together to share information in order to help enforce, prevent, and rehabilitate violent gang members. This collaborative effort has also proven to be beneficial to prosecutors and law enforcement since defendants being prosecuted by one agency often have information to provide against defendants being prosecuted by another agency. Enforcement and prosecution of criminal gangs works best when agencies get together and share information which is why CAGI-TF was quickly expanded to include all local, state, and federal agencies (LE and Prosecution) in the 5-county area. And why all the partners remain active with new partners being added. Due to the effectiveness of this collaboration, it will be sustained well into the future with the USAO facilitating the TF monthly meetings.

To date, the OSP has filed charges on forty-five individuals in four separate RICO and Conspiracy to RICO informations (indictments). In addition, substantive charges including possession of cocaine with the intent to deliver, carrying a concealed firearm, and delivery of cocaine have been filed. The Tampa OSP has gone to jury trial against two of these gang members and in both cases the individuals were convicted of RICO and Conspiracy to RICO as charged. While 20 of the 45 defendants are still pending, the remaining 25 have all been convicted of either RICO or Conspiracy to RICO. These 25 defendants have received a combined total of 195 years in prison. In addition, these 25 defendants have received a combined total of 47 years of probation. So far, the Tampa OSP has filed gang RICO cases in both Manatee

and Hillsborough Counties. In addition to the filed cases, the Tampa OSP presently has nine pending gang RICO cases with 119 potential defendants who can expect to face RICO charges in the near future.

The Tampa OSP has established a data driven approach to reduce gang activity. This approach has proven successful in large part to the shared communication the Tampa OSP has with law enforcement agencies such as those involved with CAGI. The Tampa OSP has worked with local, state, and federal law enforcement agencies while seeking prosecution of violent gang members in the Tampa Bay area. CAGI is an asset at bringing federal and state agencies together to learn about the prosecutions of the other agencies. This grant proposal, like CAGI, intends to bring agencies together to share information in order to help enforce, prevent, and rehabilitate violent gang members. This collaborative effort has also proven to be beneficial to prosecutors and law enforcement since defendants being prosecuted by one agency often have information to provide against defendants being prosecuted by another agency. Enforcement and prosecution of criminal gangs works best when agencies share information which is why CAGI-TF was quickly expanded to include all local, state, and federal agencies (LE and Prosecution) in the 5-county area. And why all the partners remain active with new partners being added. Due to the effectiveness of this collaboration, it will be sustained well into the future with the USAO facilitating the CAGI-TF monthly meetings. HCSO continues to host a monthly multi-county gang task force meeting for frontline staff: patrol, detention, jail, corrections, probation, etc. to share information on graffiti, status of known gang members etc.

During the two years of CAGI this community has learned many lessons. We saw that each of the disciplines (enforcement, prosecution, prevention and reentry) could work together and provide meaningful services seamlessly to tackle a community problem. Prevention and

reentry work and they are complimentary components of a comprehensive strategy. We saw that there was a real gap in terms of interventions for delinquent youth. We have recorded a growth in gang activity despite CAGI's successes and we can only imagine how much worse it could have been with CAI-TF and continuation of this varied approach.

## **Threat Analysis**

Criminal street gangs that operate throughout most of the Tampa Bay area are mostly territorial and pose a significant threat because they are the largest and control the greatest geographical area. Traditionally, a major component in territorial gang activity is that their affiliates operate within their own neighborhood, which gives them a level of familiarity and the ability to protect their turf. Acts of violence and threats are key elements used by criminal street gangs to instill fear in and to intimidate residents and discourage reporting crimes. Gangs in the Tampa area are becoming increasingly more violent, terrorizing residents and committing more heinous crimes, not to mention that their ambitions are becoming more money-conscious with drugs and guns being the driving force.

The Tampa Police Department is committed to neighborhood based initiatives and evidence based practices (EBP) The Tampa Gang Suppression Unit (GSU) has identified and tracks over 3,000 criminal street gang members/associates of approximately 35 criminal street gangs in Tampa Bay. These criminal street gang range from some of the international gangs (such as the Latin Kings with 156 identified members and Sur-13 with 144 identified members), 12 national gangs (such as the Bloods and Draks), 2 regional motorcycle gangs (which excludes local clubs that associate with the Outlaws) and 15 home grown localized scavenger and territorial gangs. Among them are the Pagans, Renegades, Black Pistons, Sin City Disciples, 22<sup>nd</sup> Street Outlaws, Goyams, 32<sup>nd</sup> Street, Young Godz, Dirty Game, Tre-Four and the Legend of Doom.

Tampa street gangs usually range in membership from 10 to several hundred members. They are typically loosely organized but recent intelligence reveals pockets of influence from the national gangs. Historically, the local level gangs operated in single locations. Still applicable to

the majority, the destruction and relocation of economically depressed neighborhoods such as public housing has caused the relocation of some street gang members. This has resulted in multiple sects of the gang operating in different locations and new alliances between certain street gangs. The derivative is that certain street gangs have become more transient with regards to their criminal activities. While multi-level narcotics distribution still remains the primary source of revenue for street gangs, most of these street gangs engage in crimes of violence in conjunction with a variety of crimes including robbery, burglary, homicide, car jacking, etc. The transient elements of these groups conduct these crimes through the regional and state.

Traditionally, a major component in territorial gang activity is their affiliates operate within their own block. Acts of violence and threats are key elements used by criminal street gangs to instill fear to intimidate residents and discourage reporting crimes.

The Latin Kings and Sur-13 are the largest, egregious, violent and organized gangs. In general, gangs in Tampa Bay are becoming increasingly more violent and committing more heinous crimes. Not to mention that their ambitions are becoming more money-conscious with drugs and guns being the driving force. And these gangs are actively recruiting and luring younger children to join and commit gang crimes. In 2007/08 4,650 juveniles were referred in Circuit 13 (Tampa) and 1,124 of them were referred for violent offenses such as murder/manslaughter, attempted murder, sexual batter, other felony sex offenses, armed robbery, other robbery, arson, aggravated assault/battery, resisting arrest with violent, and shooting or throwing a deadly missile. In the same period civil citations were issued to another 800 youth for offenses such as fighting or starting a fray in school.

To sustain effective enforcement actions, The Tampa Police, conducts covert investigations with buy-operations to purchase evidence (firearms, narcotics or stolen property).

All arrests associated with the buy-operations are held in abeyance, which allows for undercover officers or informants to gain the confidence of criminal elements and structure the overall scope of activity. The GSU receives 2 to 5 requests for assistance by the uniform districts per week.

2110 First Street, Suite 3-137  
Fort Myers, Florida 33901  
239/461-2200  
239/461-2219 (Fax)



300 N. Hogan Street, Room 700  
Jacksonville, Florida 32202  
904/301-6300  
904/301-6310 (Fax)

207 NW 2nd Street  
Room 118  
Ocala, Florida 34475  
352/629-0053  
352/671-6743 (Fax)

U.S. Department of Justice  
United States Attorney  
Middle District of Florida

Main Office  
400 North Tampa Street, Suite 3200  
Tampa, Florida 33602  
813/274-6000  
813/274-6358 (Fax)

501 West Church Street, Suite 300  
Orlando, Florida 32805  
407/648-7500  
407/648-7643 (Fax)

Reply to: **Tampa, FL**

April 10, 2009

2009 APR 14 AM 10 46

Jan MacLeod  
Criminal Justice Liaison  
Hillsborough County Government  
Post Office Box 1110  
Tampa, Florida 33601

RE: Project Safe Neighborhoods Comprehensive Anti-Gang Initiative (CAGI)

Dear Ms. MacLeod:

The United States Attorney's Office, Middle District of Florida, would like to express our deepest appreciation to your agency for your active involvement in our Project Safe Neighborhoods (PSN) Comprehensive Anti-Gang Initiative (CAGI). Through this multi-faceted approach to effectively address the gang problem through a coordinated community response in the five-county area that consists of Tampa/Hillsborough, Pinellas, Polk, Pasco, and Manatee counties, we are truly making a difference. The members of the CAGI Task Force also serve on the Attorney General's Region 5 Gang Reduction Task Force, to strengthen the collaborative efforts among law enforcement and all other participating stakeholders, including federal, state, and local governments, schools, businesses, community leaders, private citizens, and our faith-based partners to improve organizational capacity in order to better serve our communities, families, and youth and to reduce criminal gang activity in the Tampa Bay Area.

We look forward to your continued support and involvement with this initiative in order that we might enhance local efforts in the coordination of existing interagency and community-based gang prevention and intervention programs and strategies that are closely aligned with local, state, and federal law enforcement efforts. This coordinated strategy definitely helps maximize the impact of prevention/intervention and re-entry efforts, as well as enforcement and prosecution, through information sharing, coordinated strategic planning, and collective community action.

This PSN CAGI strategy provides the opportunity to facilitate information exchange across disparate systems and as a result, close existing gaps and avoid duplication of efforts among multiple systems that provide gang-intelligence information, prevention and intervention services to our youth, and criminal investigations and prosecutions where appropriate.

Therefore, the U.S. Attorney's Office, Middle district of Florida is fully committed to working in partnership with the members of the CAGI and will continue to wholeheartedly support its efforts to clear our community of the violent, criminal behavior of gangs, prevent youth from engaging in delinquent behaviors and leading a destructive lifestyle, intervene with at-risk youth who are moving in that behavior, and provide strong re-entry strategies to assist those returning to the community from incarceration to become productive citizens.

We are grateful for your dedicated involvement and look forward to your continued participation with.

Sincerely,

A. BRIAN ALBRITTON  
UNITED STATES ATTORNEY

By:

  
Donna G. Schulz  
Law Enforcement Coordination Manager





**BILL McCOLLUM**  
**ATTORNEY GENERAL**  
**STATE OF FLORIDA**

**OFFICE OF THE ATTORNEY GENERAL**  
**Office of Statewide Prosecution**  
**William N. Shepherd**

**THOMAS DALE SMITH**  
**Chief Assistant Statewide Prosecutor**  
**Concourse Center 4**  
**3507 Frontage Road, Suite 200**  
**Telephone (813) 287-7960 \* Fax (813) 281-5520**  
**<http://myfloridalegal.com/swp>**

---

April 1, 2009

Donna G. Shulz  
Law Enforcement Coordination Manager  
United States Attorney's Office  
Middle District of Florida  
400 North Tampa Street, Suite 3200  
Tampa, Florida 33602

**RE: Project Safe Neighborhoods (PSN)**  
**and Comprehensive Anti-Gang Initiative (CAGI)**

Dear Ms. Shulz:

The Attorney General's Office of Statewide Prosecution has gained and provided valuable knowledge and resources through our participation with the CAGI initiative. We will be happy to continue our participation in these initiatives and look forward to the opportunity to continue assisting the work that has been done combating criminal gangs through enforcement, prevention, and rehabilitation efforts.

Our office is particularly supportive of the Byrne Grant projects because Statewide Prosecutor William Shepherd convicted Officer Byrne's killer of RICO after that defendant was transferred to a federal prison in Florida and resumed criminal operations from inside the prison. Statewide Prosecution realizes the importance of continuing our team's work against gangs and believes this combined grant program approach is an excellent mechanism to fight gangs in our state. Our office is also supportive in seeking any Recovery Act Byrne Memorial Competitive Grant dollars available to fund the continuation of these initiatives, as this would lead to increased participation and success from our office since we previously did not receive any funding.

Please feel free to contact me at (813) 287-7960 should you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "TDS", is written over the typed name and title of Thomas Dale Smith.

**THOMAS DALE SMITH**  
Chief Assistant Statewide Prosecutor

TDS/vic

# CITY OF CLEARWATER

POST OFFICE BOX 4748, CLEARWATER, FLORIDA 33758-4748  
CLEARWATER POLICE DEPARTMENT, 645 PIERCE STREET, CLEARWATER, FLORIDA 33756  
TELEPHONE (727) 562-4336

OFFICE OF THE CHIEF  
OF POLICE

April 2, 2009

Donna G. Schulz  
Law Enforcement Coordination Manager  
United States Attorney's Office  
Middle District of Florida  
400 North Tampa Street, Suite 3200  
Tampa, FL 33602

RE: Commitment to Comprehensive Anti-Gang Initiative

Dear Donna:

This letter will affirm the Clearwater Police Department's continuing commitment to its ongoing participation in the Comprehensive Anti-Gang Initiative (CAGI).

Clearwater is proud of its involvement in the CAGI task force, which has brought together an entire spectrum of vested partners to create strategies that address the gang problems that are seriously threatening our communities.

We will continue to actively participate in this very necessary and successful project and to wholeheartedly endorse any additional applications for funding of the project.

Sincerely,



SID KLEIN  
Chief of Police



"EQUAL EMPLOYMENT AND AFFIRMATIVE ACTION EMPLOYER"



# CITY OF PLANT CITY

## Police Department

Bill McDaniel, Chief of Police

April 3, 2009

Donna G. Schulz  
United States Attorney's Office  
Middle District of Florida  
400 North Tampa St., Ste. 3200  
Tampa, FL 33602

Dear Ms. Schulz:

Re: Comprehensive Anti-Gang Initiative

The Plant City Police Department affirms its intent to continue its commitment to CAGI and will continue to participate in the program.

Sincerely,

Bill McDaniel  
Chief of Police



# CITY OF TAMPA

Pam Iorio, Mayor

POLICE DEPARTMENT

**Stephen Hogue**  
Chief of Police

March 30, 2009

Ms. Donna G. Schulz  
Law Enforcement Coordination Manager  
United States Attorney's Office  
Middle District of Florida  
400 North Tampa Street, Suite 3200  
Tampa, Florida 33602

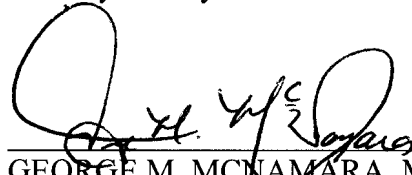
Subj: LETTER OF INTENT TO SUPPORT COMPREHENSIVE ANTI-GANG INITIATIVE

Dear Ms. Schulz:

The purpose of this correspondence is to document our intent to provide continued support and participation in the Middle District of Florida's Comprehensive Anti-Gang Initiative (CAGI) currently being conducted in support of the Project Safe Neighborhood (PSN) Program.

Our point of contact to facilitate our application for the CAGI enforcement proposal is Lt. Morman. He can be reached at (813) 276-3610 or [Kenneth.morman@tampagov.net](mailto:Kenneth.morman@tampagov.net).

Thank you for your assistance and cooperation in this matter.

  
\_\_\_\_\_  
GEORGE M. MCNAMARA, Major  
Criminal Investigations Division



Florida Department of  
Law Enforcement

Gerald M. Bailey  
*Commissioner*

**Tampa Bay Regional Operations Center**  
4211 North Lois Avenue  
Tampa, Florida 33614  
1-800-226-1140  
[www.fdle.state.fl.us](http://www.fdle.state.fl.us)

Charlie Crist, *Governor*  
Bill McCollum, *Attorney General*  
Alex Sink, *Chief Financial Officer*  
Charles H. Bronson, *Commissioner of Agriculture*

April 1, 2009

Donna G. Schulz  
Law Enforcement Coordination Manager  
United States Attorney's Office  
Middle District of Florida  
400 North Tampa Street, Suite 3200  
Tampa, Florida 33602

RE: Letter of Intent

Dear Ms. Schulz,

Please allow this letter of intent to serve as formal notification that the Florida Department of Law Enforcement (FDLE) Tampa Bay Regional Operations Center (TBROC) is committed to participating in the Recovery Act Byrne Memorial Competitive Grant application process to continue the Project Safe Neighborhoods (PSN) Comprehensive Anti-Gang Initiative (CAGI) effort in Tampa Bay.

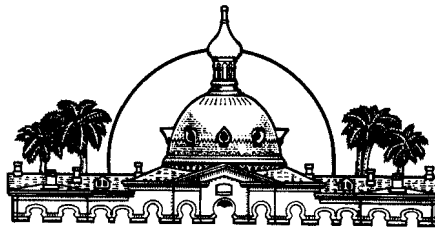
Please know that the FDLE remains committed to assist your agency at any time with Investigative and Forensic support. If I can be of any additional assistance in the future, please do not hesitate to call.

Respectfully,

A handwritten signature in black ink, appearing to read "James R. Madden", is written over a horizontal line.

James R. Madden  
Special Agent in Charge  
Tampa Bay Regional Operations Center

JRM/lam



Hillsborough County  
Florida

Office of the County Administrator  
Patricia G. Bean

BOARD OF COUNTY COMMISSIONERS

Kevin Beckner  
Rose V. Ferlita  
Ken Hagan  
Al Higginbotham  
Jim Norman  
Mark Sharpe  
Kevin White

ADMINISTRATORS

Lucia E. Garsys  
Carl S. Harness  
Eric R. Johnson  
Michael S. Merrill  
Manus J. O' Donnell  
Edith M. Stewart

April 6, 2009

Ms. Donna G. Schulz  
Law Enforcement Coordination Manager  
United States Attorney's Office  
Middle District of Florida  
400 North Tampa Street, Suite 3200  
Tampa, Florida 33602

Dear Ms. Schulz

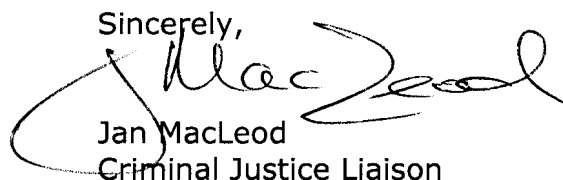
Re: Recovery Act Byrne Byrne Memorial Competitive Grant Opportunity

This "Letter of Intent" is to advise you of our desire to continue to participate in on-going Community Anti-Gang Initiatives in Tampa Bay. It has been our pleasure to serve as the administrator of one of the original Super Six grants in the nation. Implementing those four grant components and providing re-entry and prevention services has been rewarding and has increased public safety. Hillsborough County can provide coordination for offender re-entry and youth prevention.

Anti-gang youth prevention programs are in place for children 7 to 14 within the hotspot neighborhoods. Anti-Gang Reentry has complimented local programming that consists of offender reentry and services for the mentally ill/substance abusers and those people with co-occurring disorders. .

Hillsborough County Criminal Justice agrees to be a part of the process to continue the Project Safe Neighborhoods (PSN) Comprehensive Anti-Gang Initiative (CAGI) effort in Tampa Bay.

Sincerely,



Jan MacLeod  
Criminal Justice Liaison



**W. BRAD STEUBE**  
**Sheriff**  
MANATEE COUNTY, FLORIDA



600 US Highway 301 Blvd. West  
Suite 202  
Bradenton, FL 34205  
Telephone (941) 747-3011

Fax Numbers  
Criminal Investigation Division (941) 744-3792  
Administrative/Executive (941) 749-5401

April 10, 2009

U.S. Department of Justice  
Office of Justice Programs  
Bureau of Justice  
810 Seventh Street NW  
Washington, DC 20531

**RE: LETTER OF SUPORT for OFFICE OF STATEWIDE PROSECUTION**

To Whom It May Concern:

As Sheriff of Manatee County, I would like to share my appreciation towards the Office of the Statewide Prosecutor for their continued efforts in the prosecution of violent gangs. Since 2007, the Tampa Office of the Statewide Prosecutor has been filing RICO charges against gang members in Manatee County. Their office has worked alongside our office as a united team and, because of this partnership, our community is a better place. Several times a week, I am stopped by citizens who express their sincere appreciation towards the aggressive approach we have taken against gang activity.

We are committed to the protection of the citizens of Manatee County and the enforcement of the laws of this state. Where appropriate, the RICO statute allows violent gang members to be prosecuted for the criminal behavior which their association commits. Going after violent gang members for their participation in a RICO enterprise has proven to be effective in the prevention and reduction of gang violence in Manatee County.

Sincerely,

**W. BRAD STEUBE**, Sheriff  
Manatee County, Florida

WBS/clt

An Accredited Agency



**BOB WHITE, SHERIFF**

PASCO COUNTY, FLORIDA

# **OFFICE OF THE SHERIFF**

8700 CITIZEN DRIVE • NEW PORT RICHEY, FLORIDA 34654 • (727) 844-7700

April 8, 2009

Donna G. Schulz  
Law Enforcement Coordination Manager  
United States Attorney's Office  
Middle District of Florida  
400 North Tampa Street, Suite 3200  
Tampa, Florida 33602

Dear Ms. Schulz:

The Project Safe Neighborhoods (PSN) Comprehensive Anti-Gang Initiative (CAGI) involves a network of local, state and federal law enforcement agencies working together to reduce gun and gang crime and violence through the implementation of three strategies, which include prosecution/enforcement, prevention/intervention and prisoner reentry. A relationship with the US Attorney's Office and the CAGI has been beneficial to the Pasco Sheriff's Office gang reduction effort. Some of those advantages include:

Increased communication and intelligence sharing with law enforcement agencies in surrounding counties/jurisdictions through monthly meetings and development of intelligence newsletters.

Identifying and monitoring location of gangs/gang activity and gang related crime has helped in determining gangs/gang members traveling to other jurisdictions to commit crimes.

Development of additional trainings, based on the information and feedback provided to CAGI by law enforcement officers who are actively working against gangs and violent crime.

Partnership with 6<sup>th</sup> Judicial Circuit Gang Prosecution Team has helped to achieve increased penalties for gang members involved in gang related crimes.

Recent indictment of eight gang members in Pasco County on drug and gun charges with the assistances of the US Attorney's Office, Alcohol, Tobacco, Firearms and Explosives as well as two Pasco County law enforcement agencies, resulted in getting drugs and 6 guns off the street and out of the hands of gang members.



Donna G. Schulz

April 8, 2009

Page 2

Membership and participation with the Project Safe Neighborhoods (PSN) Comprehensive Anti-Gang Initiative (CAGI) has been an asset to the Pasco Sheriff's Office effort to reduce gun and gang related violent crime. The Pasco Sheriff's Office is in support of a continued relationship with PSN Comprehensive Anti-Gang Initiative and its partners.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bob White', with a stylized, looped flourish at the end.

Bob White,  
Sheriff



# State Attorney

MARK A. OBER

Thirteenth Judicial Circuit  
800 East Kennedy Boulevard 5<sup>th</sup> Floor  
Tampa, Florida 33602-4148  
(813) 272-5400

March 31, 2009

Donna G. Schulz  
Law Enforcement Coordination Manager  
United States Attorney's Office  
Middle District of Florida  
400 N. Tampa Street, Suite 3200  
Tampa, Florida 33602

RE: Project Safe Neighborhoods (PSN)  
and Comprehensive Anti-Gang Initiative (CAGI)

Dear Ms. Schulz,

The State Attorney's Office for the Thirteenth Judicial Circuit has experienced great success with the PSN and CAGI initiatives. We will be happy to continue our participation in these initiatives. Our office is also supportive in seeking any Recovery Act Byrne Memorial Competitive Grant dollars available to fund the continuation of these initiatives. Please contact me at (813) 274-1951 should you have any questions.

Sincerely,

MARK A. OBER  
STATE ATTORNEY

A handwritten signature in black ink, appearing to read "Karen L. Stanley".

Karen L. Stanley  
Chief Assistant State Attorney

KLS/tdp

## **Addendum 6 Florida Statute FS 874**

A **Criminal Street Gang** is formal or informal ongoing organization, association, or group that commits criminal or delinquent acts as a primary activity and consists of three or more people who have a common name or common identifying signs, colors, or symbols and have two or more members who, individually or collectively, engage in or have engaged in a pattern of criminal street activity. **Criminal Street Gang Member** is a person who is a member of a criminal street gang that meets two or more of the following criteria: a) Admits to criminal street gang membership; b) Is identified as a criminal street gang member by a parent or guardian; c) Is identified as a criminal street gang member by a documented reliable informant; d) Resides in or frequents a particular criminal street gang's area and adopts their style of dress, their use of hand signs, or their tattoos, and associates with known criminal street gang members; e) Is identified as a criminal street gang member by an informant of previously untested reliability and such identification is corroborated by independent information; f) Has been arrested more than once in the company of identified criminal street gang members for the offenses which are consistent with the usual criminal street gang activity; g) Is identified as a criminal street gang member by physical evidence such as photographs or other documentation; h) Has been stopped in the company of known criminal street gang members four or more times. **Criminal Street Gang Activity** is classified as "gang-related" when the investigation reveals any of the following conditions: a) participants are identified as gang members or associates, acting individually or collectively, to further any criminal purpose of the gang; b) a reliable informant identifies an incident as gang activity; c) an informant of previously untested reliability identifies an incident as gang activity and it is corroborated by other existing circumstances or independent information; etc.

## **Roles, Job Descriptions and Resumes**

### **ROLES**

**Criminal Justice Liaison (Project Director) Jan MacLeod** (Official Agency Description follows roles section)

Serves as the Project Director to improve the criminal justice system. Plan, recommend and manage grants and related contracts. Technical advisor to the Board of County Commissioners and the County Administrator on criminal justice matters and issues.

**Manager, Child and Family Counseling Program (Program Manager) Bill Hogan**

Supervises a 24 bed, 24 hour a day, 7 day a week residential facility, and non-residential counseling for children and their families. Services provided in this section include counseling, child care/shelter and recreation for runaway, truant and ungovernable youth and their families. Supervises the Community Services division which supports the Children's division by coordinating training of all staff. Volunteer recruitment, relief staff recruitment and outreach to the community.

**Children's Services CAGEE Staff:**

**General Manager II (1 FTE – vacant 81,094)** (Official Agency Description follows roles section)

Performs upper-level managerial/administrative duties, with responsibility for planning, budgeting, coordinating, and controlling personnel, material, and physical resources to achieve operational and organizational objectives. This position manages a continuum of programs designed to prevent delinquency including community-based education programs such a parenting, outpatient treatment programs and short-term respite residential programs. This person prepares and ensures adherence to policy which is consistent with Department of Children's Services and program goals. The General Manager ensures that programmatic resources are available and utilized to meet posted standards and operational efficiency. The General Manager also designs, implements and monitors budgetary expenditures to ensure operation within budgetary restraints.

The General Manager coordinates with other branches/sections within own organization and external agencies/departments to ensure efficient flow of communications and service; interprets, explains and ensures compliance with program requirements, regulation and procedures.

## **Roles, Job Descriptions and Resumes**

The General Manager ensures operational efficiency and effective administration of assigned personnel which includes scheduling, discipline administration, performance management and program and personnel audits. Reviews and acts on management, administrative, and operational problems.

Provides supervision, guidance, training and motivation to assigned personnel; coordinates functions; assigns, monitors and reviews work; evaluates performance, and initiates corrective action, as needed. Hires, trains and monitors the efficiency of all program personnel.

### **Sr. Case Manager (1 FTE - vacant \$67,043) (Official Agency Description follows roles section)**

The Case Manager performs duties related to assessing and analyzing client needs. This information is used to construct and implement comprehensive plans to deliver social service programs and promote self sufficiency of eligible clients. The Case Manager gathers and analyzes a comprehensive body of social and mental health information derived from in-depth client interviews, observation, testing to assess client needs, to determine client need for services, to determine causes of client's situation, to develop recommended services and courses of action to satisfy client family needs, and to develop a case management plan.

Counsels individuals, families and groups; may perform crisis intervention; advocates for clients; and collaborates with community service agencies to provide information and services necessary to meet various socioeconomic needs in a variety of settings, to improve situations and restore to self sufficiency in a community setting.

Writes comprehensive client social histories; social services program procedures; case management plans, reports, studies and summaries; and other pertinent information used to document contacts, resources used, performance of service providers, satisfaction of client needs in conformance with local, State and Federal guidelines, and to improve and enhance program delivery.

## Roles, Job Descriptions and Resumes

May conduct surveys, research references, and develop programs; and plans, coordinates, facilitates, conducts, and evaluates performance to determine program and aftercare success. Provides informational presentations to the public on relevant gang prevention and other delinquency-related topics.

**Child Care Specialist (3 FTE - vacant Child Care Specialist \$51,151)** (Official Agency Description follows roles section)

Performs custodial and treatment-related child care duties safeguarding and promoting the general welfare of youths assigned. Child Care Specialists are part of an interdisciplinary team which treats children and families referred for behavioral problems which have led to contact with Law Enforcement and the Juvenile Justice System. Duties include the awake monitoring of children during all daily activities in a 24/7 residential setting. The Child Care Specialist designs, implements and transports children to recreational, educational and leisure activities. They also assist in the design, implementation and documentation of individualized treatment plans. Additionally they plan for and implement specialized psychosocial groups for children especially aimed at reducing conflict, aggression and violence.

Insures standards of health and safety are maintained by monitoring status of clients and by inspecting facilities and recommending or implementing corrective action. The Child Care Specialist must maintain all logs and charts and is responsible for completing all required reporting. Child Care Specialists must be knowledgeable of child development, behavior management principals and physically able to perform duties related to first aid, recreation, transportation and physical intervention.

## **Roles, Job Descriptions and Resumes**

### **Tampa Police Officer**

Police officers work in partnership with the public and are the front line in the fight against crime and the fear of crime. They are citizen-focused, responding to the needs of individuals and communities. Using the latest technology, police officers are trained to manage information and intelligence in order to secure successful court prosecutions. Activities include conducting patrol duties, responding to calls and requests from the public to assist at incidents such as criminal activity, domestic disputes, fires and public disorder; and safety of detained individuals, members of the public, colleagues and self; administering custody procedures as an arresting officer; gathering, recording and analyzing intelligence to achieve community safety and crime reduction objectives; preparing offense reports and testifying in court.

Gang Suppression Officers responsibility is to dismantle or significantly disrupt the organizational infrastructure of the most violent, entrenched, and invasive gangs. Aggressive enforcement is coordinated with and in support of prevention partners who conduct prevention and reentry programs.

### **Assistant Statewide Prosecutor**

Assist CAG-TF by handling multi-circuit filings and RICO informations.

### **Special Juvenile Prosecutor**

Enhance CAGI-TF efforts by prosecuting and works with law enforcement and the school district to increase the legal means through which law enforcement and school personnel may share information about truancy and on-campus crime to better identify and provide services to youth at-risk of gang membership or already gang-involved. The special juvenile prosecutor, will also work with the Community Anti-Gang Initiative-Task Force as necessary.

### **Adult Felony Prosecutor**

Facilitates detailed communication, investigation, arrest and conviction of gang members and gang – related activities. This gang prosecutor will work with law enforcement, the Community Anti-Gang Initiative-

## **Roles, Job Descriptions and Resumes**

Task Force, the Tampa Office of the Statewide Prosecutor, and the US Attorney Generals Office, Middle District of Florida to enhance penalties for gang members and gang crimes.



## HILLSBOROUGH COUNTY JOB DESCRIPTION

### Position Title: Criminal Justice Specialist

**Job Code: U8032**

**Grade: F**

**October 2006**

### POSITION SUMMARY

Serve as technical advisor to the county administrator and board of county commissioners and act as liaison to county departments, other government agencies and the public with regard to criminal justice issues. Represent the county at special function and seminars associated with informing and educating the public and the improvement of the criminal justice system. Supervise a criminal justice unit with 4 staff responsible for planning, recommending and then controlling multiple federal justice, substance abuse, mental health grants, trust funds and multiple contracts. Represent the county on the public safety coordinating council, the juvenile justice council, anti-drug alliance, criminal justice information system committee, as well as other committees, and with agency executive directors. Serve as the criminal justice representative between the county and the constitutional officers such as the chief judge, the sheriff, the state attorney, and the public defender, and with other local state, and federal officials. Analyze budget needs and prepare recommendations for the administrator and the board. Develop and evaluate, review, and recommend and maintain grants. Research and maintain professional knowledge of criminal justice principals, practices, and communicate verbally and in writing at a professional level with a wide variety of individuals.

### KEY RESPONSIBILITIES

#### % OF TIME

Act as liaison for the Administrator and Board with constitutional officers and their key staff persons on public safety and criminal justice issues. \*

5

Supervise the criminal justice unit which analyzes, plans, coordinates, contracts, and processes invoices of multiple grants contracts and trust funds. \*

25

Develop multiple federal local law enforcement, block grants, facilitate collaboration with the sheriff's office, the courts, and other agencies and process invoices. \*

25

Assume a leadership role on a major funding initiative between state officials, the court, and several agencies in developing a crime reduction project.

10

Compile, analyze county jail stats, research jail alternatives, make recommendations, and participate in all related decisions on jail construction.

10

Represent the administration and board on the Hillsborough county public safety coordinating council and on its committee in making policy and budget recommendations.

5

Involved in all stages from needs analysis, design input of a system, contract evaluation, budget and implementation of a comprehensive court system, and criminal justice info system.

5

Participate in the juvenile justice council; planning, recommending, etc.

5

Plan and recommend alternatives for mentally ill with substance abuse history staying in county jail. Review costs involved for county to house inmates that should be staying in other facilities.

5

Respond to media, citizen inquiries, and legislative criminal justice issues.

5

\* Indicates an "essential" job function.

## Position Title: Criminal Justice Specialist

### WORKING CONDITIONS

Constantly in normal office situation  
Occasionally in a high noise environment.  
Occasionally requires extensive safety training and/or protective devices.  
Frequently has exposure to moving machinery and/or vehicles.  
Frequently requires travel, excluding overnight stays.  
Occasionally works on slippery or uneven surfaces.  
Occasionally has exposure to infectious material/disease.  
Frequently has exposure to weather including heat, cold, dampness and/or humidity.  
Occasionally works in water.

Occasionally in stockroom or warehouse.  
Occasionally in a high dust, dirt, grease environment.  
Occasionally has exposure to explosives.  
Occasionally works with poor ventilation or with exposure to odors.  
Occasionally has exposure to radiant or electrical energy (e.g., ionizing radiation).  
Occasionally works above or below ground level.  
Occasionally has exposure to chemicals, solvents.  
Occasionally works in darkness or with poor lighting.  
Frequently requires travel, including overnight stays.

### PHYSICAL EFFORT

Constantly sitting at a desk or table.  
Frequently standing and/or walking.  
Occasionally running.  
Occasionally smelling and/or tasting.  
Occasionally requires repeated reaching by extending hand(s) and/or arm(s) in any direction.  
Occasionally requires balancing to prevent falling or erratic movement.  
Occasionally requires moderate lifting or carrying 26-50 lbs.  
Occasionally requires climbing ladders or scaffolds.  
Occasionally drives and/or operates heavy equipment.  
Frequently requires good near or distant vision.  
Occasionally requires feeling to perceive an object(s) size, shape, temperature or texture by means of senses in your skin.

Frequently intermittently sitting, standing, or stooping.  
Occasionally crawling and/or kneeling.  
Occasionally jumping and/or throwing.  
Occasionally pushing and/or pulling.  
Occasionally requires handling by seizing, holding, grasping, or turning hands, but without finger dexterity.  
Frequently requires light lifting or carrying 25 lbs. or less.  
Occasionally requires heavy lifting or carrying 51 lbs. or more.  
Frequently uses equipment requiring high dexterity.  
Frequently requires good hearing.  
Occasionally requires distinguishing colors and/or depth perception to judge distances.

### KEY JOB REQUIREMENTS

<b>Formal Education:</b>	Bachelor's Degree required; Master's degree preferred.
<b>Work Experience:</b>	15 years to < 20 years
<b>Impact of Actions:</b>	Makes recommendations or decision which usually affect the assigned department, but may at times affect operations, services, individuals or activities of others outside of the assigned department.
<b>Complexity:</b>	Analytic: Work is non-standardized and widely varied requiring the interpretation and application of a substantial variety of procedures, policies, and/or precedents used in combination. Frequently, the application of multiple, technical activities is employed; therefore, analytical ability and inductive thinking are required. Problem solving involves identification and analysis of diverse issues.
<b>Decision Making:</b>	Highly Complex: Supervisor is available to review established departmental and/or County objectives. Independent judgement is required to recommend departmental or County objectives, evaluate new approaches to problem solving, and assess changing facts or conditions.
<b>Internal Communication:</b>	Requires regular contacts with internal persons of importance and influence. Involving considerable tact, discretion and persuasion in obtaining the cooperation of others. Requires the handling of delicate relationships and complex situations.
<b>External Communication:</b>	Requires regular external contacts to discuss issues of high importance and to respond to inquiries. Also requires continuing contacts with the public involving the enforcement of regulations, policies and procedures.

<b><i>Managerial Skills:</i></b>	Responsible for providing direct supervision for one or more functions within a department. Formally plans, assigns, directs, and coordinates the work of these functions. Typically responsible for performing some non-supervisory duties in addition to supervisory responsibilities. Performs staff evaluations and makes recommendations regarding pay and/or performance.
<b><i>Problem Solving:</i></b>	Problem solving involves identification and analysis of diverse problems; answers are sometimes independently determined by reviewing standard technical manuals and administrative procedures and modifying them for unusual situations.
<b><i>Planning:</i></b>	Two to three years: Plan events that will occur up to three years, and have effect on the department's annual expenditures, and or revenues.
<b><i>Planning Scope:</i></b>	Team

## HILLSBOROUGH COUNTY

### JOB DESCRIPTION

#### Position Title: Manager, Child & Family Counseling

Job Code: U8152

Grade: E

Date: September 1, 2006

### POSITION SUMMARY

Supervise the operations of a 24 bed, 24 hour a day, 7 day a week residential facility, and non-residential counseling for children and their families. Services provided in this section include counseling, child care/shelter and recreation for runaway, truant and ungovernable youth and their families. Supervise the Community Services division which supports the Children's division by coordinating training of all staff. Volunteer recruitment, relief staff recruitment and outreach to the community. This section also provides a community based parent education program.

### KEY RESPONSIBILITIES

#### % OF TIME

Conducts regular individual and group staff meetings to review process, accomplishments, budgets, strategies, and plans for the program.	5
Plans, allocates and monitors time, people, equipment, and other resources for the program to ensure efficient organization and completion of work. *	15
Develops program policies, procedures and assures program quality.	10
Monitors program property control procedures. Formulates program plans for program property care and replacement. *	5
Coordinates program's budget preparation. Monitors annual usage of budget resources.	5
Conduct personnel recruitment and training for staff, relief staff and volunteers.	5
Supervise the operation of a 24 hour a day, 7 day a week shelter program.	15
Coordinate with other departments, agencies (specifically other child-serving agencies), and policy making bodies regarding planning of the delivery of services.	5

## Roles, Job Descriptions and Resumes

Make performance management decisions and administer evaluations and discipline. *	5
Manage grants and contracts and assure all requirements and deadlines are met.	10
Supervise staff that provides the provision of community parent education classes, volunteer and temporary staff recruitment and department outreach activities.	10
Assure compliance with all Hillsborough County policies and procedures.	10
*Indicates an "essential" job function.	

### WORKING CONDITIONS

Constantly in normal office situation	Occasionally requires travel, excluding overnight stays.
Occasionally in a high noise environment.	Occasionally has exposure to infectious material/disease
Occasionally requires extensive safety training and/or protective devices.	Occasionally requires travel, including overnight stays.

### PHYSICAL EFFORT

Constantly sitting at a desk or table.	Occasionally requires light lifting or carrying 25 lbs. or less.
Occasionally standing and/or walking.	Frequently uses equipment requiring high dexterity.
Occasionally drives and/or operates heavy equipment. Occasionally requires good near or distant vision.	Constantly requires good hearing.
Frequently intermittently sitting, standing, or stooping.	

### KEY JOB REQUIREMENTS

<b>Formal Education:</b>	Master's Degree required.
<b>Work Experience:</b>	5 years to < 7 years
<b>Impact of Actions:</b>	Makes decisions and final recommendations which routinely affect the activities of others. Position duties may include responsibility for developing strategic plans.

## Roles, Job Descriptions and Resumes

<b><i>Complexity:</i></b>	Analytic: Work is non-standardized and widely varied requiring the interpretation and application of a substantial variety of procedures, policies, and/or precedents used in combination. Frequently, the application of multiple, technical activities is employed; therefore, analytical ability and inductive thinking are required. Problem solving involves identification and analysis of diverse issues.
<b><i>Decision Making:</i></b>	Analytic: Supervisor is available to establish broad objectives relative to basic position duties or departmental responsibilities. Independent judgment is required to study previously established, often partially relevant guidelines; plan for various interrelated activities; and coordinate such activities within a work unit or while completing a project.
<b><i>Internal Communication:</i></b>	Requires regular contacts with internal persons of importance and influence. Involving considerable tact, discretion and persuasion in obtaining the cooperation of others. Requires the handling of delicate relationships and complex situations.
<b><i>External Communication:</i></b>	Requires regular external contacts to discuss issues of moderate importance and to respond to inquiries. Also requires continuing contacts with the public involving the enforcement of regulations, policies and procedures.
<b><i>Managerial Skills:</i></b>	Requires regular external contacts to discuss issues of moderate importance and to respond to inquiries. Also requires continuing contacts with the public involving the enforcement of regulations, policies and procedures.
<b><i>Problem Solving:</i></b>	Problem solving involves identification and analysis of diverse problems; answers are usually found by reviewing standard technical manuals and administrative procedures and modifying them for unusual situations. Guidance is usually provided on what sources to review and solutions are reviewed before acceptance.
<b><i>Planning:</i></b>	One to Three Months: Plan events that are expected to occur in the next one to three months or on a quarterly basis.
<b><i>Planning Scope:</i></b>	Department or equivalent

Normal scheduled hours worked per week? 40 (Hours)

Licenses, Certifications, or Registrations Required: none



**Hillsborough County Civil Service Board**

**GENERAL MANAGER II (#A1367 ) AS**

We are currently accepting applications for this position. To apply, please close this pop-up window and then click on the link for Employment Opportunities.

**\$25.69-\$40.78 Hourly / \$4,452.00-\$7,068.00 Monthly / \$53,435.00-\$84,822.00 Yearly**



[Email Me when a Job Opens for the above position\(s\)](#)

**MAJOR FUNCTION**

Performs upper-level managerial/administrative duties in any of a large variety of agencies, divisions, or departments, with responsibility for planning, budgeting, coordinating, and controlling personnel, material, and physical resources to achieve operational and organizational objectives.

**DISTINGUISHING FEATURES**

Employees in this class perform resource or program management activities of considerable difficulty requiring considerable initiative and independent judgment under general direction.

**MAJOR DUTIES**

Note: The following duties are illustrative and not exhaustive. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Depending on the particular agency/division/department to which they are assigned, individual employees may perform all or any of the duties described below.

- Establishes administrative policies, procedures, and guidelines to ensure operational efficiency and effective administration of assigned personnel.
- Reviews and acts on management, administrative, and operational problems.
- Coordinates with other branches/sections within own organization and external agencies/departments to ensure efficient flow of communications and service; interprets, explains and ensures compliance with program requirements, regulation and procedures.
- Determines funding requirements, prepares budget documents, monitors status of allocated funds and controls expenses.
- Assesses manpower needs and identifies shortfalls; interviews and recruits, or assists in the recruitment, of new personnel.
- Provides supervision, guidance, training and motivation to assigned

personnel; coordinates functions; assigns, monitors and reviews work; evaluates performance, and initiates corrective action, as needed.

- When so designated, may assume the authority of, and act on behalf of a more senior official.
- Performs other related duties as required.

#### **KNOWLEDGE, SKILLS, & ABILITIES**

- Considerable knowledge of the principles and practices of management.
- Considerable knowledge of the functions, activities, requirements and objectives of the specific program/functional area to which assigned.
- Excellent oral and written communications skills.
- Skill in the application of supervisory techniques.
- Ability to establish and maintain effective working relations with others within and outside own organization.
- Ability to use considerable initiative, think independently, and exercise sound judgment.

#### **MINIMUM QUALIFICATIONS**

Graduation from an accredited four year degree granting college or university; and

Four years of experience directly related to the position duties, two of which must have been in a supervisory capacity.

OR

A Master's Degree from an accredited college or university; and

Three years of supervisory experience directly related to the position duties.

OR

An Associate's Degree from an accredited college or university; and

Six years of experience directly related to the position duties, three of which must have been in a supervisory capacity.

OR

Graduation from high school or possession of a GED Certificate; and

Seven years of experience directly related to the position duties, four of which must have been in a supervisory capacity.

#### **APPOINTING AUTHORITY MAY REQUIRE**

Possession of a valid Driver License.



Depending on area of assignment, incumbents may be required to possess various licenses or certifications at time of hire or obtain them within a specified period of time after hire.

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**CLASS: A1367**

**EST: 9/26/1990**

**REV: 2/23/2009**

**EEOC:**

**JGP:**

**MEDICAL:**

**VET PTS:**

**Hillsborough County Civil Service Board****SENIOR CASE MANAGER (#A3517 ) AO**

**\$19.60-\$31.11 Hourly / \$3,397.00-\$5,392.00 Monthly / \$40,768.00-\$64,708.00 Yearly**



[Email Me when a Job Opens for the above position\(s\)](#)

**MAJOR FUNCTION**

Performs duties collecting and analyzing socio-economic information, and designing and arranging for comprehensive plans to deliver social service programs and promote self sufficiency of eligible clients.

**DISTINGUISHING FEATURES**

Employees in this class perform duties of more than average difficulty requiring the exercise of reasonable initiative and independent judgment under general direction.

**MAJOR DUTIES**

Note: The following duties are illustrative and not exhaustive. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Depending on assigned area of responsibility, incumbents in the position may perform some or all of the activities described below.

- Analyzes a comprehensive body of social, economic, legal, environmental, occupational, physical and mental health information derived from indepth client interviews, observation, research and investigation; to assess client needs, to determine client eligibility for services, to determine causes of client's situation, to develop recommended services and courses of action to satisfy client needs, and to develop a case management plan to be used to evaluate service delivery, follow-up, reassessment and service modification which will result in client self sufficiency in any one of the programs sponsored by aging services, children's services, health and social services, head start, the correction system, or the court system.
- Counsels individuals, families and groups; may perform crisis intervention; advocates for clients; and collaborates with community service agencies to provide information and services necessary to meet various socioeconomic needs in a variety of settings, to improve situations and restore to self sufficiency in a community setting.
- Writes comprehensive client social histories; social services program policies and procedures; handbooks and manuals; case management plans, reports,

studies and summarizes; and other pertinent information used to document contacts, resources used, performance of service providers, satisfaction of client needs in conformance with local, State and Federal guidelines, and to improve and enhance program delivery.

- May conduct surveys, research references, and develop programs; and plans, coordinates, facilitates, conducts, and evaluates training, workshops and other activities designed to enhance client abilities to eliminate their need for support services and become self sufficient.
- Provides client assessment and other related information to public officials and others for their use in determining appropriate courses of action relative to client needs and situations; coordinates with social service agencies, psychologists, law enforcement, attorneys and judges to develop requirements to satisfy client needs; and attends or conducts meetings to exchange social service information.
- Compiles data for use in evaluating program performance, reports, service provider payments, program documents, financial needs, and budgeting, using manual methods and personal computer applications.
- Performs case by case quality control functions, auditing case actions: reviewing expenditures; reviewing documentation to ensure accuracy and procedural compliances; and reviewing questionable claims to authorize or deny payments.
- Conducts staff training and orientation programs.
- May supervise the work of others by assigning and reviewing work.
- Performs other related duties as required.

#### **KNOWLEDGE, SKILLS, & ABILITIES**

- Considerable knowledge of the theories, techniques and methods of social services program delivery, and case management procedures.
- Considerable knowledge of applicable Federal, State, County and community social service programs for which most clients are eligible: eligibility requirements, application procedures, and other relevant program policies.
- Working knowledge of quality control procedures, methods and techniques.
- Skill in interviewing clients to identify deficiencies in personal, legal, social, economic, and health needs.
- Skill in counseling others in attaining self-sufficiency.
- Skill in the application of crisis intervention techniques.
- Ability to develop work procedures and standards.
- Ability to work effectively with others.
- Ability to plan, organize, evaluate and supervise the work of others.
- Ability to collect, organize and evaluate data and to develop logical conclusions.
- Ability to correctly apply applicable laws, regulations, and policies to individual cases.

- Ability to use a computer and related software.
- Ability to communicate effectively, both orally and in writing.

**MINIMUM QUALIFICATIONS**

Graduation from an accredited four year degree granting college or university;  
and

Two years of social services program experience interviewing clients, assessing  
client's needs and eligibility, or counseling clients.

OR

A Master's Degree from an accredited college or university with a major in social  
work; and

One year of social services program experience interviewing clients, assessing  
client's needs and eligibility or counseling clients.

**APPOINTING AUTHORITY MAY REQUIRE**

Possession of a valid Driver License.

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**CLASS: A3517**

**EST: 6/18/1997**

**REV: 7/1/2008**

**EEOC:**

**JGP:**

**MEDICAL:**

**VET PTS:**



**Hillsborough County Civil Service Board**

**CHILD CARE SPECIALIST (#A3577 ) AI**

**\$13.38-\$21.25 Hourly / \$2,319.00-\$3,683.00 Monthly / \$27,830.00-\$44,200.00 Yearly**



[Email Me when a Job Opens for the above position\(s\)](#)

**MAJOR FUNCTION**

Performs child care duties safeguarding the general welfare of youths assigned to a county child caring center.

**DISTINGUISHING FEATURES**

Employees in this class perform duties of average difficulty requiring some initiative and independent judgment under close supervision.

**MAJOR DUTIES**

Note: The following duties are illustrative and not exhaustive. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Depending on assigned area of responsibility, incumbents in the position may perform some or all of the activities described below.

- Monitors the behavior and participates with youths during meals, recreation, sleep periods, chores or other designated times to maintain proper order, discipline, safety and well being.
- Implements and monitors prescribed treatment programs or routines under direction and supervision.
- Insures standards of health and safety are maintained by monitoring status of clients and by inspecting facilities and recommending or implementing corrective action.
- Completes reports such as runaway, incident, abuse, daily charts, token point or logs.
- Performs Non-Abusive Psychological and Physical Intervention (NAPPI) crisis intervention, counseling or physical restraint.
- May help dispense medications as prescribed by treatment plans and reports any medical condition to supervisor or nurse.
- Performs general cleaning and maintenance of building.
- Transports clients using assigned county vehicle as required.
- Administers Cardiopulmonary Resuscitation (CPR) and First Aid as required.
- Performs other related duties as required.

**KNOWLEDGE, SKILLS, & ABILITIES**

- Working knowledge of Health Insurance Portability and Accountability Act (HIPPA).
- Working knowledge of First Aid, CPR and Universal Precautions.
- Some knowledge of the functions, services, procedures and regulations of the unit or department to which assigned.
- Some knowledge of NAPPI crisis intervention, counseling, and physical restraint techniques.
- Some knowledge of child/adolescent developmental stages.
- Some knowledge of available social support agencies and resources in the community.
- Some knowledge of the juvenile justice and child welfare systems.
- Some knowledge of the elementary principles and terminology of child development and social intervention techniques.
- Skill in the application of counseling techniques.
- Ability and willingness to work with youth with emotional, mental or physical disabilities.
- Ability to detect potential dangers to youth or staff and take appropriate action.
- Ability to lift up to 50 pounds.
- Ability to physically restrain youth weighing up to 107 pounds when required.
- Ability to participate in physical/outdoor activities that may require bending, stooping and lifting.
- Ability to follow established procedures.
- Ability to follow oral and written instructions.
- Ability to handle confidential information in accordance with established Federal, State and local laws and ordinances.
- Ability to communicate effectively both orally and in writing.
- Ability to work effectively with others.
- Ability to maintain work related records and prepare reports.
- Ability to use a computer and related software.

**MINIMUM QUALIFICATIONS**

Graduation from high school or possession of a GED Certificate; and  
Two years of experience working with youths as a counselor, recreational leader, or instructor or as a care provider to emotionally, mentally or physically disabled youths; and  
Possession of a valid Driver License.

OR

An Associate's or higher degree from an accredited college or university with a minimum of 9 semester hours in a Social or Behavioral Science or in Education;

and

One year of experience working with youths as a counselor, recreational leader, or instructor or as a care provider to emotionally, mentally or physically disabled youth  
Possession of a valid Driver License.

OR

Graduation from an accredited four year degree granting college or university with a major in a Social or Behavioral Science or in Education; and  
Possession of a valid Driver License.

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**CLASS: A3577**

**EST: 8/22/2008**

**REV:**

**EEOC:**

**JGP:**

**MEDICAL:**

**VET PTS:**

## **Roles, Job Descriptions and Resumes**

### **Tampa Police Officer**

Police officers work in partnership with the public and are the front line in the fight against crime and the fear of crime. They are citizen-focused, responding to the needs of individuals and communities. Using the latest technology, police officers are trained to manage information and intelligence in order to secure successful court prosecutions. Activities include conducting patrol duties, responding to calls and requests from the public to assist at incidents such as criminal activity, domestic disputes, fires and public disorder; and safety of detained individuals, members of the public, colleagues and self; administering custody procedures as an arresting officer; gathering, recording and analyzing intelligence to achieve community safety and crime reduction objectives; preparing offense reports and testifying in court.

Gang Suppression Officers responsibility is to dismantle or significantly disrupt the organizational infrastructure of the most violent, entrenched, and invasive gangs. Aggressive enforcement is coordinated with and in support of prevention partners who conduct prevention and reentry programs.

### **Assistant Statewide Prosecutor**

No formal job description available.

### **Special Juvenile Prosecutor**

The Special Juvenile Prosecutor is an Assistant State Attorney, who is responsible for prosecuting juveniles charged with criminal offenses occurring within the designated judicial circuit. Hillsborough County comprises the 13th Judicial Circuit, which is one of 20 judicial circuits in Florida. All felony cases (e.g., robbery, burglary, homicide), all misdemeanor cases (e.g. loitering, shoplifting, assault and battery), and all criminal traffic cases (e.g., DUI, driving on a suspended license) are handled by the State Attorney's Office. This dedicated special juvenile prosecutor will work with law enforcement and the school district to increase the legal means through which law enforcement and school personnel may share information about truancy



## **Roles, Job Descriptions and Resumes**

and on-campus crime to better identify and provide services to youth at-risk of gang membership or already gang-involved. The special juvenile prosecutor, will also work with the Community Anti-Gang Initiative-Task Force as necessary.

### **Adult Felony Prosecutor (Gang Prosecutor)**

The Adult Felony Prosecutor is an Assistant State Attorney, who is responsible for prosecuting persons charged with criminal offenses occurring within the designated judicial circuit. Hillsborough County comprises the 13th Judicial Circuit, which is one of 20 judicial circuits in Florida. All felony cases (e.g., robbery, burglary, homicide), all misdemeanor cases (e.g. loitering, shoplifting, assault and battery), and all criminal traffic cases (e.g., DUI, driving on a suspended license) are handled by the State Attorney's Office. This dedicated gang prosecutor will work with law enforcement, the Community Anti-Gang Initiative-Task Force, the Tampa Office of the Statewide Prosecutor, and the US Attorney Generals Office, Middle District of Florida to enhance penalties for gang members and gang crimes.

## Roles, Job Descriptions and Resumes

### Resumes

BIOGRAPHICAL SKETCH		
NAME	POSITION TITLE	
Jan MacLeod	Criminal Justice Liaison	
EDUCATION/TRAINING <i>(Begin with baccalaureate or other initial professional education, such as nursing, and include postdoctoral training.)</i>		
INSTITUTION AND LOCATION	DEGREE <i>(if applicable)</i>	FIELD OF STUDY
Troy State University	MS	Management

#### ***Qualifications, Skills & Areas of Interest***

Shows initiative to successfully manage multiple projects in a dynamic, changing environment. Skilled in planning, program development, project management, process improvement, regulatory compliance, policy formulation, and budgeting. Meets deadlines and maintains open lines of communication. A creative, flexible, team player with solid communication and organizational skills. Allocates resources and achieves program objectives.

#### **Professional Experience**

- |                 |  |
|-----------------|--|
| 2007-Present    | Hillsborough County Criminal Justice Liaison, creates and maintains public/ private partnerships and encourages collaboration to advance common interests of the adult and juvenile criminal justice systems. Works with groups such as the public Safety Coordinating Council, Baker Act Advisory Committee, Co-occurring Disorders Provider Groups, and others to develop and implement strategic plans, improve systems, and achieve integration. Also, works with service providers, clients, and citizens to design/implement programs, build awareness or consensus that could lead to new initiatives and/or funding.   |
| March 2001-2007 | Hillsborough County General Manager III, plan, direct and coordinate a variety of criminal justice programs including residential treatment, outpatient services, prevention, intervention, and education activities. Obtain funding from Federal, State or local government and managed initiatives. Collaborate with stakeholders, negotiate agreements for service delivery, evaluate financial data. Develop grants and provide technical assistance. Serve as the County's liaison with other agencies and community groups. Responsible for the administration of the Substance Abuse Section, including planning, policy development, research, tracking, evaluation, problem resolution, fiscal accountability, programmatic responsibility, reporting, and staff supervision. |

## Roles, Job Descriptions and Resumes

- March 2001- 2000    Water Department, Franchise Manager, Regulate business practices of franchises and coordinate ratemaking activities. Develop and implement regulatory policies/procedures. Provide oversight and enforcement of services. Audit projects to ensure compliance. Develop position papers, correspondence, agendas. Inspect facilities, review operational data, evaluate financial data, investigate complaints and mediate disputes.
- 1989-2000            Tampa Port Authority, Senior Manager Administration and Business Development, Plan, manage, facilitate and control projects. Develop and implement policies, procedures and protocols to evaluate outcomes. Direct grants and budgets. Conduct research, compile data, complete studies, write RFP's, manage contracts and participate in audits. Raise matching funds.

## **Roles, Job Descriptions and Resumes**

### **BIOGRAPHY**

#### **WILLIAM L. HOGAN, MA.**

Mr. Hogan is a graduate of the Florida College system receiving his BA in Psychology from the University of West Florida and his MA from the University of South Florida.

Currently Mr. Hogan is the Program Manager for the Department of Children's Services where he manages Tampa's Haven W. Poe Runaway Shelter, and supervises programming for pre-delinquent youth at two outpatient treatment centers.

Previously he worked for 15 years with Children and Families as a counselor and program manager of the Severely Emotionally Disturbed Treatment Program.

He has also been a Licensed Marriage and Family Therapist for over 22 years and maintains a practice in Northwest Hillsborough County. He serves adult couples, adolescents and family groups. He is a certified parent trainer.

## **Roles, Job Descriptions and Resumes**

### **Tampa Police Gang Suppression Unit Officers**

Information is confidential. Resumes not available.

### **Statewide Prosecutor**

Position is new.

### **Special Juvenile Prosecutor**

Position is new.

### **Adult Felony prosecutor**

## **Roles, Job Descriptions and Resumes**

### **Tampa Police Gang Suppression Unit Officers**

Information is confidential. Resumes not available.

### **Statewide Prosecutor**

Position is new.

### **Special Juvenile Prosecutor**

Position is new.

**Adult Felony prosecutor**      Resume not available.



# Hillsborough County Sheriff's Office News Release

P.O. Box 3371 \* Tampa \* FL \* 33601

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Information provided should not be relied upon for any type of legal action.**

**Release Number: 09-041**

**For Immediate Release**

**Public Information Office**

**February 19, 2009**

**JD Callaway: jcallawa@hcsso.tampa.fl.us (813) 247-8060**

**As of today, Thursday, February 19, 2009 at 12:53 there have been 75 arrests. We will update with a grand total once the investigation ends today.**

In October 2007, Florida Attorney General Bill McCollum created the Florida Gang Reduction Task Force in order to reduce the gangs and gang violence in Florida. The goals of this task force is to stop the growth of criminal street gangs in Florida, reduce the number of gangs and gang members, and render gangs ineffectual. To meet these goals, and accomplish this mission, the Task Force is built on a three pillar approach: gang prevention, law enforcement, and rehabilitation and re-entry programs.

In August 2008, law enforcement agencies within Hillsborough County along with the seven surrounding counties encompassing the area known as "Region 4" began to implement the goals and objectives of the Task Force by conducting a county wide gang round up in their respective counties. Region 4 of the Florida Gang Reduction Task Force consists of Hillsborough, Pinellas, Pasco, Polk, Hernando, Citrus, Sumter and Hardee counties. Both the Hillsborough County Sheriff's Office, Florida Highway Patrol, Immigrations and Customs Enforcement and U.S. Marshals Service through active investigations and analysis of known gang members with active warrants targeted specific individuals for arrest in a combined effort known as "Operation Boomerang- We'll Be Back". As a result, detectives from both agencies were able to make criminal cases on 123 gang or associated gang members. Active investigations yielded 240 felony drug and property related charges. Through active investigations detectives seized

2 kilos of cocaine, 156 pounds of marijuana, and 582 grams of crystal methamphetamine. Detectives were also effective in removing eight firearms off the street that were used during the commission of these crimes, and seized approximately \$60,000 worth of cash and vehicles.

Operation Boomerang encompassed members from the following criminal street gangs within Hillsborough County: 32<sup>nd</sup> Street, 34<sup>th</sup> Street (Tre Four), 82<sup>nd</sup> Street, Bloods, Draks, Goyams, Latin Kings, Latin Life, Los Ventisiete, Los Zetas, Netas, Norte 14, PV Boys, Raw Dawgz, Sur 13, Westside and Young Godz.

This joint operation is the first of many reduction initiatives that will be implemented by area law enforcement agencies and other Gang Reduction Task Force members to combat criminal street gangs and gang related crime in our communities. The key to the success of the Task Force's strategy is coordination and cooperation among federal, state and local governments, law enforcement, elected officials, community leaders and the business community.

Sue McCormick, special agent in charge of U.S. Immigration and Customs Enforcement investigations in Tampa, said "The public needs to rest assured that ICE and our partner agencies are out there identifying and apprehending gang members and making sure they are held accountable for their unlawful actions."

Region 4 of the Gang Reduction Task Force is one of the seven Florida regions to take part in attacking this growing domestic threat. Each participating agency within Region 4 is one hundred percent (100%) committed to this gang reduction initiative and all the law enforcement agencies will be conducting a round-up, street sweep or similar activity as a way of meeting the Task Force's goals and objectives.





# Hillsborough County Sheriff's Office

## News Release

P.O. Box 3371 \* Tampa \* FL \* 33601

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**Release Number: 09-006**

**For Immediate Release**

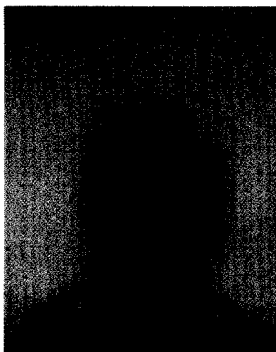
**Public Information Office**

January 12, 2009

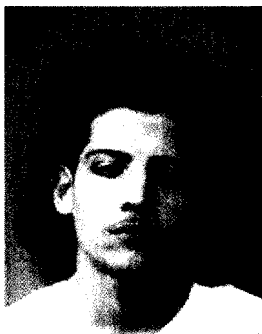
**JD Callaway: jcallawa@hcsso.tampa.fl.us (813) 247-8060**

**Who:**

Mark Nunez  
DOB 10/21/90  
3902 Casaba Loop, Valrico



Jose Torres  
DOB 3/10/91  
438 Sand Ridge Circle, Valrico



Ronald Russell  
DOB 5/10/92

624 Sand Ridge Circle, Valrico



Tony Moreira  
DOB 2/2/92  
1218 Fawn Lake Place, Valrico



**What:** HCSO's Gang Enforcement Section Nabs Gang Members  
For Multiple Robberies  
**When:** January 8, 2009  
**Where:** Fishhawk community

**Why/How:**

The Sheriff's Office Gang Enforcement Section has identified and arrested four gang members for an attack on four victims on January 4, 2009. The victims, two male and two female juveniles, were walking along a trail in the Fishhawk community in southern Hillsborough County when the suspects confronted them around 10 p.m. One of the suspects pulled out a large knife and threatened the juveniles. The suspects then punched the two male juveniles in the face before stealing their money and cellular telephones. When the victims tried to run away, the suspects chased them down, tackled them and struck them again.

The investigation identified concluded on January 8, 2009, when the Gang Enforcement Section arrested the suspects at their residences. All of the suspects are Latin Kings gang members, and all are charged with four counts of armed robbery, battery and grand theft.

## **Attorney General Bill McCollum News Release**

December 14, 2007  
Media Contact: Sandi Copes  
Phone: (850) 245-0150

### **Ten Hillsborough County Gang Members Charged with Criminal Racketeering**

**PLANT CITY, FL –** The Plant City Police Department, the Florida Department of Law Enforcement (FDLE) and Attorney General Bill McCollum today announced that a total of ten gang members have been charged with criminal racketeering, three of whom were arrested this week during a coordinated sweep by local and state law enforcement. The defendants could each spend up to 60 years in prison if convicted of the charges. The sweep is one of the year's largest coordinated efforts to target gangs as organized criminal enterprises and the second announced in the state today.

The individuals arrested this week are Christopher M. Davis, 18; Craig Kashawn Carter, 16; and Kenneth M. McDonald, 17. The joint local and state law enforcement investigation identified the alleged gang members as being responsible for a series of crimes in Plant City which spanned several years. These crimes include robberies, drug trafficking and battery. Three of the gang members were arrested this week pursuant to a joint investigation conducted by the Plant City Police Department and the FDLE, with the assistance of the Attorney General's Office of Statewide Prosecution and the Office of the State Attorney, 13th Judicial Circuit.

"There is no place for gangs in Florida's communities, and the violence they bring simply will not be tolerated. FDLE will continue to work aggressively with our law enforcement partners to identify, disrupt and dismantle these groups," said FDLE Commissioner Gerald Bailey.

Six additional gang members were already incarcerated, but will now face additional charges. They include the following: Ellis Edward Bell, Jr., 20; Vintawn Lee Brooks, 17; Preston Leon George, 19; Rodney Ricardo Young, 17; and Ervin Curtis Murray, Jr. 17. One individual is still at large. Each will be charged with racketeering and conspiracy to commit racketeering, both first-degree felonies. Attorney General Bill McCollum's Office of Statewide Prosecution will prosecute the cases using racketeering charges in order to more effectively attack the gang as an organized criminal operation. Racketeering charges also allow for stronger penalties.

"It is imperative for our state to make fighting the growth of gangs and the spread of gang violence one of our highest priorities, and today's arrests are a significant step towards making Florida safer," said Attorney General Bill McCollum.

To address the gang issue on a statewide level, the Attorney General's Office launched a Statewide Grand Jury in August to investigate criminal gang activity including crimes involving narcotics or other dangerous drugs, robbery and gambling, as well as violations of the Florida Racketeer Influenced and Corruption Organization (RICO) Act. The jurors are also studying various criminal issues and plan to make recommendations on needed laws to deter gang activities and punish those involved in

these pursuits. An interim report, which will include legislative recommendations for combating the spread of gangs and gang violence, is expected to be released in early January. The statewide grand jury announced its first indictments today in West Palm Beach and 10 additional members of another dangerous statewide gang were taken into custody to also be charged with criminal racketeering,

In addition to impaneling the Grand Jury, the Attorney General's Office has also convened an Executive Group to examine the growing threat criminal gangs pose and develop a coordinated anti-gang strategy. The statewide gang reduction strategy will take a two-pronged approach: a law enforcement effort and an educational effort focused on prevention and intervention. The strategy will address issues concerning gang membership identification, gang recruitment, risk factors for youth, prevention, crime suppression and post conviction or adjudication diversion. The long-range plan will include gang suppression and deterrence techniques; prosecution and criminal justice system enhancements; prevention and intervention; data and intelligence sharing; education and training; and rehabilitation and reentry efforts for former gang members. More information can be found online at <http://www.safeflorida.net/safeststreets>.

Members of the Executive Group include:

- Commissioner Gerald Bailey, Florida Department of Law Enforcement
- Commissioner Eric Smith, Department of Education
- Secretary Robert Butterworth, Department of Children and Families
- Secretary James McDonough, Department of Corrections
- Secretary Walter McNeil, Department of Juvenile Justice
- Colonel Bill Janes, Director, Office of Drug Control
- Colonel John Czernis, Director, Florida Highway Patrol
- Sheriff Joey Dobson, President, Florida Sheriffs Association
- Sheriff Larry Campbell, Leon County
- Chief H.C. "Skip" Clark II, President, Florida Police Chiefs Association
- State Attorney Willie Meggs, 2nd Judicial Circuit

## **Attorney General Bill McCollum News Release**

August 1, 2008  
Media Contact: Sandi Copes  
Phone: (850) 245-0150

### **Member of Dangerous Manatee County Gang Gets Nearly 6 Years in Prison**

**TALLAHASSEE, FL - Attorney General Bill McCollum today announced that a Manatee County gang member has been sentenced to 5.5 years in prison, followed by 2 years probation after he pleaded guilty to criminal charges of racketeering and conspiracy to commit racketeering. Ben Garcia is a member of the SUR-13 criminal street gang operating in Manatee County. He and 13 co-defendants are being prosecuted by the Attorney General's Office of Statewide Prosecution.**

**Garcia, 21, and fellow members of SUR-13 frequently engaged in robberies and various weapons offenses, including drive-by shootings. Garcia and his co-defendants were arrested last July by the Manatee County Sheriff's Office and the Florida Department of Law Enforcement. Garcia is the sixth SUR-13 member to plead guilty to the criminal charges against him. Other co-defendants' cases are still pending. Today's sentence was handed down by Manatee County Circuit Court Judge Debra Johnes Riva.**

**To address the gang issue on a statewide level, the Attorney General's Office launched a statewide grand jury last August to investigate criminal gang activity including crimes involving narcotics or other dangerous drugs, robbery and gambling, as well as violations of the Florida Racketeer Influenced and Corruption Organization (RICO) Act. The jurors are also studying various criminal issues and make recommendations to the legislature on needed laws to deter gang activities and punish those involved in these pursuits.**

**To date, the grand jury has handed down more than 60 indictments against suspected gang members, although these particular co-defendants are not among those indicted by the grand jury.**

## **Attorney General Bill McCollum News Release**

May 1, 2008  
Media Contact: Sandi Copes  
Phone: (850) 245-0150

### **Florida Gang Members to Face Harsher Penalties**

**TALLAHASSEE, FL – The Florida Legislature today approved House Bill (HB) 43, tough anti-gang legislation, championed by Attorney General Bill McCollum and sponsored by Senator Jeff Atwater (R-Palm Beach Gardens) and Representative William Snyder (R-Stuart).**

**"As Florida fights a growing gang problem, we must give our law enforcement officers and state prosecutors the tools necessary to win that battle," said Attorney General Bill McCollum. "This legislation provides them with those essential tools, and I appreciate the commitment the Legislature has demonstrated to keeping our neighborhoods and communities safer from gangs and gang violence."**

**"I am pleased we have been able to move significant penalties to deter gang violence and gang crime," said Senator Jeff Atwater, who sponsored similar legislation (CS/CS/SB 76) in the Florida Senate. "This problem has been particularly acute in Broward & Palm Beach Counties. This is a good step in getting this statewide problem under control."**

**"With more than 1,000 gangs and an estimated 65,000 active members in our State, our law enforcement leaders tell us they need this legislation to effectively combat this growing threat," said Representative Snyder. "This bill will help police officers, Sheriffs, and prosecutors throughout our state fight the scourge of gangs in our communities."**

**"When Floridians are afraid to walk down the street or shop in a mall for fear of getting shot in a crossfire between gang members, it's time to recognize that government's number one priority is the protection of its citizens," Representative Snyder continued.**

**The legislation closely follows the recommendations of the 18th Statewide Grand Jury Report Criminal Gangs and Gang Related Violence, which was overseen by Statewide Prosecutor William Shepherd. "As a result of this bill, gang members from around the country will find no safe harbor in Florida; those who are here can choose to leave their criminal gang life or end up in our prisons," said William Shepherd.**

**A few of the main provisions of the bill include a gang kingpin statute which makes it a first-degree felony punishable by life for initiating, organizing, or financing criminal gang-related activity; adding new offenses to the definition of RICO predicate incidents to reflect common gang behavior such as fleeing to elude or accessory after the fact; and prohibiting use of electronic communications to further the criminal interests of a gang. An additional provision allows for civil injunctions against convicted gang members who knowingly associate with other criminal gang members or associates.**

**"Gang violence is a growing epidemic that threatens the safety of our communities,"**

said Representative Adam Hasner (R-Delray Beach). "This legislation modernizes our laws and provides law enforcement and prosecutors with the tools and resources to go after these domestic terrorists."

In addition to enhancing penalties for gang members and gang activity, the legislation also provides for the creation of a Coordinating Council on Gang Reduction Strategies to be chaired by the Attorney General. The Council will be charged with working with local and state partners over the next year to develop a statewide strategy to combat gangs.

The bill will next be sent to Governor Charlie Crist for his signature. More information on the key provisions is available online at:

[http://myfloridalegal.com/webfiles.nsf/WF/MRAY-7E8LFR/\\$file/KeyProvisionsforLegislation.pdf](http://myfloridalegal.com/webfiles.nsf/WF/MRAY-7E8LFR/$file/KeyProvisionsforLegislation.pdf).

## **Attorney General Bill McCollum News Release**

February 27, 2009  
Media Contact: Sandi Copes  
Phone: (850) 245-0150

### **Member of Dangerous Manatee County Gang Gets 30 Years in Prison**

**TALLAHASSEE, FL - Attorney General Bill McCollum today announced that a Manatee County gang member has been sentenced to 30 years in prison after he was convicted of criminal racketeering and conspiracy to commit racketeering. Jimmy Sanchez is a member of the SUR-13 criminal street gang operating in Manatee County. Sanchez and 13 co-defendants were prosecuted by the Attorney General's Office of Statewide Prosecution.**

**The verdict was returned last night by a Manatee County jury after just over two hours of deliberation. Sanchez was immediately sentenced to 30 years in prison by Manatee County Circuit Court Judge Debra Johnes Riva.**

**Sanchez and fellow members of SUR-13 frequently engaged in robberies and various weapons offenses, including drive-by shootings. Sanchez and his co-defendants were arrested in July 2007 by the Manatee County Sheriff's Office and the Florida Department of Law Enforcement. Sanchez's co-defendant, Orlando Valenzuela, was previously convicted by the 12th Circuit State Attorney's Office for the shooting death of Stacy Willams III, a nine-year old boy who was caught in the crossfire of a gang shooting while riding his bicycle.**

**The gang members were charged with criminal racketeering and conspiracy to commit racketeering, a new strategy employed by state prosecutors. Using the racketeering charge, authorities target the gang as an organized criminal enterprise, often useful when witnesses or victims are unwilling to testify against the gang members.**

**The prosecution of the gang members is part of the Attorney General's statewide gang reduction strategy. The other pillars of the strategy focus on preventing children from being recruited and providing rehabilitation to incarcerated gang members so they may re-enter society without returning their previous gang lifestyle.**



## Band breakup posting on MySpace leads to shooting

Posted By: Jim Peppard ■ 9 days ago

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Tampa, Florida -- Police say a decision by one band member to "go solo" enraged another to violence.

Corey Anthony, 25, left a MySpace posting in January that he had decided to leave his band and "go solo." Another band member, Derick Williams, 25, noticed it Monday and became enraged, police said.

Williams went to Anthony's house on Floribraska Avenue, confronted him outside then chased him inside. He kicked in the front door, got a 9 mm handgun and fired a shot into the house, police said.

Williams was charged with Shooting into an Occupied Dwelling and Felon in Possession of a Firearm and held in lieu of \$15,000 bond pending a court appearance expected Wednesday.

Anthony was not injured.

Tampa Police Department

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# This Just In

Breaking news from around Tampa Bay

Warm, dry conditions to continue in Tampa Bay area | [Main](#) | [Car wreck blocks railroad tracks east of Brooksville](#) »

**March 10, 2009**

## Tampa men charged with attempted murder, arson

TAMPA -- Two Tampa men have been charged with arson and attempted second-degree murder this morning, a day after a fire that sent nine people, including two children, running for their lives.

Abdiel Omar Gonzalez-Ramos, 22, and Luis Manuel Hernandez, 25, were arrested at 3808 22nd St. N and booked into the Orient Road Jail about 3 a.m., according to county records. Both men admitted to the crime, police said.



From left: Gonzalez-Ramos in 2005; Hernandez this morning.

Monday's fire at 1202 E Columbus Drive was labeled arson by investigators after flames spread from a backyard shed to the single-story house in which nine family members were staying.

"Some folks who live in the house were in a fight with some family of

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- [Martin Luther King Jr. Day](#)
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- [November 2008](#)
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- [September 2008](#)
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- [June 2008](#)

the two arrested," said Tampa Fire Rescue Capt. Bill Wade. "The arson was retribution."

Wade said officers believe the men hoped the home would burn to the ground.

"Investigators believe full well that the suspects knew that people inside the house could be seriously injured or die as a result of the early-morning fire," Wade said.

Hernandez, who said he works as a painter for Daniels Cleaning, spent three years in prison after a shooting in which no one was hurt, according to Florida Department of Corrections records. Since being released in 2005, he has been arrested twice on charges of shooting a gun in a building and for possessing a firearm as a felon, according to county jail records. He was also fined on a charge of improper animal confinement in 2006, a county court file states.

Police say Hernandez is a member of the Latin Kings street gang and goes by the name of "King Lulu." Gonzalez-Ramos is not a gang member, according to an arrest report.

Ramos, a former janitor at International Plaza, told police he works at the Columbia Restaurant.

*Drew Harwell, Times Staff Writer*

\*

Posted by Times Editor at 7:28:31 AM on March 10, 2009  
in [Hillsborough](#) | [Permalink](#) | [ShareThis](#)



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## BRADENTONHERALD.COM

Friday, Feb 27, 2009

Posted on Fri, Feb. 27, 2009

### Jury convicts gang member of RICO, sentenced to 30 years

By NATALIE NEYSA ALUND  
nalund@bradenton.com

BRADENTON — A Palmetto man was sentenced to 30 years in prison after a jury Thursday convicted him of gang-related racketeering charges.

Jimmy Sanchez, 23, was found guilty of racketeering and conspiracy to commit racketeering after an eight-day trial and almost two hours of jury deliberations.

Sanchez, also known as "Peanut," was convicted of being a member of a criminal enterprise, the SUR-13 street gang, and committing gang-related crimes from 2005 to 2007.

Circuit Judge Debra Riva sentenced Sanchez to 30 years on each count, but ordered his sentences to run concurrently.

During trial, statewide prosecutors Tom Smith and Diane Croff used witnesses to detail Sanchez's criminal history, including a 2005 robbery charge and a 2006 gun charge.

Several SUR-13 gang members testified Sanchez is in the gang.

In her closing argument, Croff called SUR-13 members' lives deadly and senseless, and said they show a "complete disregard for human life."

"Let Mr. Sanchez know that street justice is not tolerated. Justice is administered in the courtroom," Croff said.

Prosecutors showed jurors autopsy photos of Stacy Williams III, 9, and Travis Pompey, 22. SUR-13 member Aurelio Ibarra testified he killed Pompey during a Nov. 13, 2005, robbery. He testified Sanchez drove the car he was riding in when he shot Pompey.

In July, SUR-13 member Orlando Valenzuela was convicted of second-degree murder in Stacy's May 21, 2007 shooting death.

SUR-13 member Johnny Vazquez testified he drove the car as Valenzuela fired the fatal shot from the backseat.

He told jurors that the night he joined the gang, he was taken to a home for approval from gang leader Gerardo Agustin, who Sanchez said was a good friend.

In his own defense, Sanchez testified he was not a SUR-13 member. He said he only hung out occasionally with gang members to get his hair cut.

His defense attorney Ron Filipkowski argued his client should not be found guilty merely by association.

"Compare them with Hell's Angels," Filipkowski said during his closing argument. "People associate with them and ride with them despite that some people in that group commit crimes," Filipkowski said.

Sanchez was arrested in July 2007 during "Operation Tidal Wave," an anti-gang sweep by the Manatee County Sheriff's Office and the statewide prosecutor's office.

The project signaled a new tactic by the sheriff's office to fight a gang population that reportedly numbers more than 600 members in Manatee.

Of the 14 SUR-13 defendants charged, 13 of them avoided lengthy prison sentences by accepting plea deals with prosecutors.

Sanchez is the second alleged gang member to take his racketeering case to trial in Manatee County.

Eric Santiago, a member of the Brown Pride Locos, was convicted at trial last year and was sentenced to 30 years.

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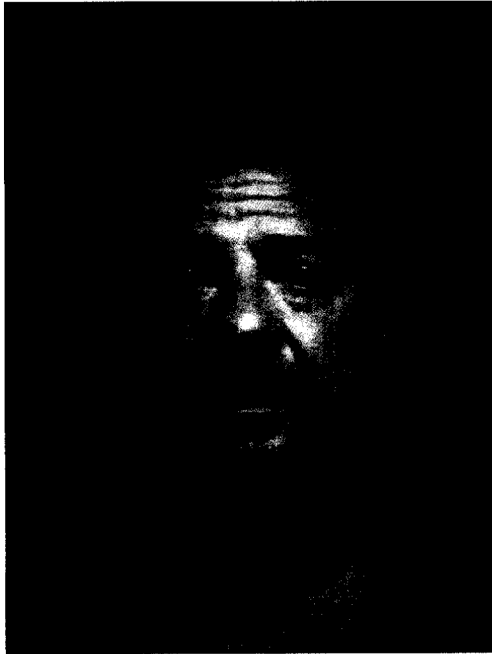
# Fired deputy investigated in corruption case

By Anthony Cormier

Published: Sunday, February 22, 2009 at 1:00 a.m.

Last Modified: Sunday, February 22, 2009 at 12:11 a.m.

**SARASOTA COUNTY** - When Joseph "Little Joe" Ungarelli pleaded guilty to dealing cocaine, he promised to cooperate with FBI agents and reveal details about the drug trade in Bradenton.



One of the names the drug dealer gave to the FBI was Tony Hedrick, a Sarasota sheriff's deputy who, according to agents, gave Ungarelli information about his rivals.

Hedrick met Ungarelli, a member of the Renegades Motorcycle Club, on a Web site for swingers in 2004.

The deputy and his wife admitted they partied with Ungarelli and his friends when internal affairs questioned them in late January.

Hedrick was fired this month and is the subject of a federal corruption investigation, according to an internal affairs report that includes interviews with FBI special agents David Street and George Sandoval.

The FBI alleges that in May 2006 Hedrick was speaking to agents in an unrelated case when one of them mentioned that Ungarelli was under federal surveillance.

[Click to enlarge](#)

Drug dealer Joseph Ungarelli, left, said a sheriff's deputy gave him information about rivals.

Soon after, Hedrick sent Ungarelli a text message: "Be careful, big brother may be watching."

According to an internal affairs report, Hedrick and his wife, Tiffanie Unger, confirmed some of the things Ungarelli told the FBI, including that they met through the Swing Lifestyle Web site and became good friends who frequented bars and biker parties together.

Unger told internal affairs that they knew the sheriff's office forbids relationships with known criminals, but that the couple were "enamored" by the biker and his lifestyle.

They spoke on the phone or by e-mail almost every day, according to Ungarelli, who also told the FBI that he introduced Hedrick to members of the Renegades.

Ungarelli says that he told Hedrick that he was a reformed criminal who spent several years in state prison when he was younger.

Ungarelli, 36, is a convicted drug dealer who has been in and out of prison during the last decade and once was a member of the Pagans motorcycle gang.

He switched allegiances and was known as a high ranking member of the Renegades group in Bradenton, federal court records show.

Last year, he pleaded guilty in a drug case after authorities caught him delivering 500 grams of cocaine to an informant in New Port Richey. As part of his plea deal, he agreed to provide information to the FBI.

"I got a lot of information on people," he told detectives during an interview.

Ungarelli told federal agents that he sometimes asked Hedrick to run license plates or track down rivals.

Once, Ungarelli wanted information on a man named "John Gambino" and asked if Hedrick could do some background work.

A few days later, according to the sheriff's internal affairs report, Hedrick handed Ungarelli a thick packet that showed where the man lived, who his relatives were and where he grew up.

When questioned by internal affairs, Hedrick denied helping Ungarelli. He said that he may have passed along the biker's request to his wife, who worked for a private investigator.

Hedrick also said he did not know Ungarelli was a Renegade or that he had a criminal past.

Ungarelli said Hedrick had to have known of his affiliation with the Renegades.

"He knew my stigma, what people said about me," Ungarelli said.

Hedrick also told internal affairs that the text message warning about "big brother" was meant to be a farewell.

He said once he learned of Ungarelli's criminal connections, he called off the friendship.

But records show the two exchanged at least 50 phone calls in the weeks leading up to Ungarelli's cocaine trafficking arrest.

After his arrest, Ungarelli told federal agents that he reached out again to Hedrick, by having his mother call the deputy and warn him he was being investigated by the FBI.

"I told him to keep in touch," Ungarelli said. "He totally disappeared and wouldn't return nobody's phone calls no more."

The FBI would not comment.

A sheriff's official said Friday that the Sheriff's Office does not plan to charge Hedrick criminally.

A 15-year deputy, Hedrick worked as a detective, a patrolman, and as a school resource officer at Sarasota High School during his career.

Personnel records show he was twice cited in internal affairs complaints -- once for falsifying a time sheet for off-duty work and again when he broke up a neighborhood dispute that he did not clear with supervisors.

He could not be reached for comment. Unger, reached by telephone, would not comment.

This story appeared in print on page BN1

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## BRADENTONHERALD.COM

Friday, Feb 20, 2009

Posted on Fri, Feb. 20, 2009

### Accused gang member charged with making death threat

By ROBERT NAPPER  
rnapper@bradenton.com

MANATEE — Authorities say a witness in an ongoing gang racketeering trial has had her life threatened by the defendant, Jimmy Sanchez, according to a Manatee County Sheriff's Office report.

Sanchez, 23, is on trial on racketeering and conspiracy to commit racketeering charges and faces up to 60 years in prison if convicted. He is accused of being a SUR 13 gang member, and committing crimes to benefit the gang, according court documents.

A witness in his trial, which is scheduled to continue into next week, told officials she no longer wanted to testify against Sanchez because she received word he threatened to kill her if she testifies against him.

Both Sanchez and the witness are in the Manatee County jail, in separate wings of the facility. On a bus ride from the jail to the courthouse, Sanchez told another female inmate to tell the witness she "was as good as dead," the sheriff's report said.

The inmate then told the witness what Sanchez said and she contacted authorities, saying she refused to testify. Sanchez was arrested at the jail on a felony charge of tampering with a witness.

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## BRADENTONHERALD.COM

Tuesday, Feb 17, 2009

Posted on Tue, Feb. 17, 2009

### Evidence may link suspect to gang

#### Data on cell phone may lead to stronger case against teen

By ROBERT NAPPER  
rnapper@bradenton.com

BRADENTON — A cell phone found in a sock on paralyzed Ta Heem Blake held evidence that the suspect in a fatal home invasion shooting may have had ties to a street gang, police say.

Detectives hope data stored in the phone may lead to more evidence in their murder cases against Blake, 17, and Marquis Sanders, 18, in the shooting death of 55-year-old Maria Lerma. Both teens attended Palmetto High School and were on the football team in the past.

When paramedics arrived at the crime scene, they found a cell phone in Blake's sock and left it for police. During the investigation, the phone rang and when an officer flipped it open, a banner saying "MUTT CREW 4 LIFE" popped up on the screen, according to a Bradenton Police search warrant.

The report went on to describe the Mutt Crew as a "criminal street gang," and detectives obtained warrants to further mine Blake's phone for more evidence. Bradenton Police officials Monday would not comment on the gang connection.

Blake and Sanders are accused of storming Lerma's home in a robbery attempt on Feb. 1. Police reports say Blake shot Lerma with a rifle during the robbery before her son opened fire on Blake as he tried to run from the house.

A bullet tore through Blake's spine, leaving him paralyzed from the neck down. Police reports say Sanders ran from the home after hearing Blake open fire in a bedroom.

Sanders is accused of holding a gun on a man in the home and then acting as a lookout until Blake opened fire, according to police reports.

Police are searching for more information on Blake's possible ties to Mutt Crew, voice or text messages concerning the home invasion, and contacts for Blake's acquaintances stored in the phone.

Detectives also obtained a search warrant to conduct the same type of search on Sanders' cell phone, which police seized during his arrest Feb. 2 at Palmetto High School.

Blake remains hospitalized and Sanders has pleaded not guilty to murder and asked for a trial, according to court documents filed last week by his Clearwater attorney, Masable Baker.

Lerma's shooting has fueled rumors of a revenge shooting among students at Palmetto High School, which led to more than 400 students not showing up for school Friday and an increased law enforcement presence at the school.

Marked and unmarked police cars patrolled the perimeter of the school for the entire school day, and after-school activities were canceled.

Palmetto Police Chief Garry Lowe said the rumors have been investigated and ruled unfounded.

He said Friday was uneventful.

But police are planning to be vigilant at the school today, he said.

"We are going to be keeping on eye on things," Lowe said.

# Two shot in attack in Bradenton

Halle Stockton

Published: Friday, February 13, 2009 at 11:27 a.m.

Last Modified: Friday, February 13, 2009 at 11:30 a.m.

MANATEE COUNTY – Two Bradenton men were shot by an unknown attacker Thursday evening in Bradenton.

About 8:45 p.m. Thursday, a man in his 20s jumped out of bushes in the 1200 block of 57th Avenue East and shot at three people, according to a Manatee Sheriff's report.

A woman collapsed to the ground quickly, dodging the bullets, but Anthony Lugo-Vasquez, 20, and Jon Merino, 18, did not.

Lugo-Vasquez was shot in both of his legs, and Merino took a bullet to his side, the report said.

The men were treated at Bayfront Medical Center in St. Petersburg for their injuries and were listed in stable condition. The shooter was not located.

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Tuesday, Feb. 10, 2009

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## Police officers encounter angry mob

BRADENTON — Police arrested two men on charges of inciting a riot after officers said an angry mob surrounded them while investigating a reported crime.

At about 1:30 a.m. Sunday, Bradenton Police officers responded to an emergency call from a woman who said someone threw a brick at her car while she drove in the 600 block of 10th Avenue East.

Police say when they arrested the man the victim said threw the brick, Keith Vadel Brooks, 18, on a charge of criminal mischief, a group of 15 to 20 men surrounded them, yelling obscenities and calling them "pigs."

The police report said that many people that were in the mob are documented gang members.

Officers arrested two men yelling at them, who both had alcoholic beverages in their hands. During the encounter, someone also threw a knife that landed near police at the scene.


Police charged George Gutierrez, 28, and Ubaldo Gutierrez Ramirez, 23, with inciting a riot and resisting an officer without violence.

Man charged in jewelry theft

MANATEE — A Sarasota man has been arrested on a charge of stealing and pawning more than \$70,000

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worth of jewelry from a Manatee woman he lived with, according to a Manatee County Sheriff's Office report.

Christopher S. White, 43, was arrested Friday on a charge of grand theft after admitting to detectives to pawning the victim's jewelry.

The victim told deputies she had allowed White and his wife to live in her home and recently found much of her jewelry missing. She estimated the missing jewelry as being worth more than \$70,000.

White was arrested in a motel room in the 6500 block of U.S. 41 and has since been released from the Manatee County jail on \$1,000 bond.

Teens thrown from scooter

MANATEE — Two teenagers were thrown from a scooter after the driver slammed into the back of a stopped car Sunday, according to a Florida Highway Patrol report.

Just before 8 p.m., the driver of the scooter, William A. Atwood, 16, of Bradenton, plowed into the back of a stopped car at 26th Street West and 52nd Avenue Drive West, according to the FHP report.

The report said the driver of the Mercury had stopped to make a left turn on 52nd Avenue Drive West. Both Atwood and a 17-year-old girl riding on the back of the scooter were thrown from the scooter.

Atwood suffered minor injuries, and his passenger was taken to Bayfront Medical Center in St. Petersburg in serious condition.

The driver and passenger in the Mercury were not injured.

FHP investigators cited Atwood with careless driving.

Six injured in 3-vehicle crash

MANATEE — Six people, including a 3-year-old girl, were injured in a three-car wreck on U.S. 41 Sunday morning, according to the Florida Highway Patrol.

FHP reports say at 7:45 a.m., Sunday, the driver of a Nissan four-door car plowed into the back of a Lincoln sport utility vehicle stopped in the northbound lanes of U.S. 41, just south of 17th Street East in Palmetto.

The collision sent the Lincoln crashing into the back of a Ford SUV, also stopped waiting for traffic. The FHP report said the driver of the Nissan, James Blaine Bell, 31, of Bradenton, changed lanes on U.S. 41 and did not see the stopped traffic in front of him in time to stop.

Bell, a 30-year-old female passenger and 3-year-old girl in his car were taken to the hospital in serious condition. The driver of the Lincoln and three teenagers in the SUV were also hospitalized after the crash. The wreck is still under investigation, according to FHP reports.

— Robert Napper

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## BRADENTONHERALD.COM

Friday, Nov 21, 2008

Posted on Fri, Nov. 21, 2008

### Man gets 10 years for racketeering

BRADENTON — The fourth of 12 reputed 3rd Shift gang members pleaded no contest Friday to felony charges of racketeering and conspiracy to commit racketeering.

Jamal L. Edwards, 20, was immediately sentenced to 10 years in prison and four years of probation during a hearing before Circuit Judge Diana Moreland.

Statewide Prosecutor Diane Croff said Edwards is one of a dozen gang members who were part of a criminal enterprise that sold cocaine and other drugs in Manatee County from August 2003 through May 2008.

In 2007, the sheriff's office and Attorney General's office began battling criminal street gangs by bringing racketeering charges against suspected members.

Had Edwards gone to trial and been convicted, he could have faced up to 30 years in prison for each charge.

Three of his co-defendants, Anthony Brown, Tija Morgan and Keith Parhm, have also taken plea deals in the case. The remaining eight are set for a joint trial Jan. 20.

— Natalie Neysa Alund

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## Police: Tampa Man Attacks, Robs Disabled War Veteran

TBO.com

Published: October 22, 2008

TAMPA - Police charged a Tampa man with felony robbery today, saying he beat and robbed a disabled war veteran.

Tyron Debaron Williams, 22, is in custody at the Tampa police district on North 30th Street and will be booked into the Orient Road Jail later today.

Police said Williams knocked down Dennis Gregory, 53, outside a Citgo station at 9911 N. Nebraska Ave. about 8:10 p.m. Sunday after Gregory had cashed in a lottery ticket.

The blow rendered Gregory unconscious; Williams then took Gregory's wallet, police said. Investigators did not release this morning how much money was taken.

Police identified Williams through surveillance video from the Citgo.

Gregory had suffered a head injury in the attack but is no longer hospitalized, police spokeswoman Andrea Davis said. She said Gregory is a disabled war veteran but had no additional details.

**Find this article at:**

<http://www2.tbo.com/content/2008/oct/22/police-tampa-man-attacks-robs-disabled-war-veteran>

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## Teens steal pickup, smash into deputy's cruiser

Posted by Jim Peppard ■ Date last updated: 7/10/2008 10:33:12 PM

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Four juveniles are in custody after allegedly stealing a pickup truck and hitting a deputy's cruiser while trying to escape.

Plant City, Florida — Four teenagers are in custody tonight after allegedly stealing a pickup truck then slamming into a deputy's unmarked cruiser while trying to flee, the Hillsborough County Sheriff's Office said.

The incident began at the Brown Country Corner on Medulla Road, when the owner of the pickup truck threw his keys on the floorboard before entering the store.

The four boys - ages 15 through 17 - saw what he did, got into his truck and drove off. At one point they turned a corner and crashed into an unmarked cruiser driven by Deputy George Mosher.

He was injured in the crash and was taken to the hospital for evaluation — after he helped capture the boys. They complained of aches and pains and went to Tampa General Hospital.

Deputies said they recovered a sawed-off shotgun from the pickup truck and were trying to determine where it came from. The truck owner said it wasn't his.

Hillsborough County Sheriff's Office





## Town 'N Country Neighborhood, Police Take On Gangs

By MIKE WELLS

The Tampa Tribune

Published: June 27, 2008

Updated:

TAMPA - Graffiti doesn't last long in Timberlane Park.

Almost as soon as a gang member finishes tagging a building, road sign or sidewalk, Carlton Lewis and other residents of the Town 'N Country neighborhood are grabbing cameras and cans of paint so they can both document and eradicate the symbols.

"You won't find any of those symbols in our neighborhood today," Lewis said. "We paint out as soon as we can."

Lewis spoke in the park Thursday at a news conference that was held to showcase recent efforts by the Hillsborough County Sheriff's Office to combat gang-related crimes.

Deputies conducted a countywide sweep Thursday, arresting 29 suspects identified either as gang members or their associates, Maj. Albert Frost said.

Charges included probation violations, drug possession and theft, he said. Some suspects, he said, belong to small, local groups, such as the Timberlane Bloods and T 'N C Boys.

Frost, who commands District III, said some of the suspects have violent backgrounds or gang leadership roles.

"No matter what gangs they belong to, they're all criminals," Frost said.

Though investigators have identified 115 to 120 active gangs that have about 2,600 members in the county, Frost said, the sheriff's office does not consider Hillsborough to have a "full-blown" gang problem.

Undercover detectives and uniformed deputies will continue to focus on the Timberlane Park neighborhood as a response to residents' complaints, the major said.

Lewis, a member of the neighborhood crime watch group, said a handful of residents are working hard to help the sheriff's office. They meet monthly and network through the Internet.

"There are not a lot of us, only a few," Lewis said. "But the community is aware of what we do out there. The problem is real, and it's been around for a long time."

The sheriff's office especially is working to curb late-night crimes of opportunity in the neighborhood, such as auto burglaries and strong-arm robberies, Frost said.

If you're out at 3 a.m., you're going to be stopped by a deputy and asked what you're doing there, the major said.

Lewis has no problem with such tactics - even after being accused of running a stop sign at night, he said.

"I've even been stopped and been asked, 'Who are you?'" he said. "I tell them, and I tell them I'm glad they're here. ... That's police protection. There's a price for freedom. Our price to pay is vigilance."

Frost said the sheriff's message to the gangs is that the deputies aren't going anywhere and that the streets belong to the residents.

Lewis said he had a message for them, too:

"Go away. Get a life. Get a job."

Reporter Mike Wells can be reached at [mwells@tampatrib.com](mailto:mwells@tampatrib.com) or (813) 259-7839.

**Find this article at:**

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## Man killed in hit and run

Last Edited: Tuesday, 17 Jun 2008, 10:28 PM EDT  
Created: Tuesday, 17 Jun 2008, 6:19 PM EDT

PLANT CITY - Deputies are looking for a pickup that ran over two men in Plant City, killing one. It happened near the area where the annual Strawberry Festival is held at Drake and Reynolds Streets.

Family members say the dead man is 20-year-old Jose Manuel Gonzales.

What exactly happened is a little confused, but the family says Gonzales and the other man hid next to a pickup when someone driving by pulled out a gun and threatened them.

The driver of the truck apparently didn't know they were there and took off - running over them.

Witnesses say the truck was a dark green Ford F-150. There is no description of the driver.

The second man was taken to a local hospital with non life-threatening injuries.



*One teen was killed in a hit and run accident.*

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**June 13, 2008**

### Ex-Latin Kings leader arrested on federal charges

TAMPA -- Federal authorities have arrested a former leader of the Latin Kings gang in Florida and charged him with drug trafficking and illegal possession of firearms, the U.S. Department of Justice said today.

Michael A. Garcia, 38, was ordered detained when he appeared before a magistrate judge today. Prosecutors described the Tampa man as a former leader of the Latin Kings.

A federal grand jury in Tampa returned a 13-count indictment against Garcia on Thursday. It charged him with conspiracy to distribute ecstasy and more than five kilograms of cocaine between December 2005 and June 2008. He has also been charged with distribution and possession with intent to distribute cocaine and ecstasy on six different occasions during the same time period.

Prosecutors also have charged Garcia with being a convicted felon in possession of firearms and ammunition.

If convicted, Garcia faces a maximum of life in prison and up to a \$4-million fine on the conspiracy charges. He faces a maximum of 20 years in prison and up to \$1-million in fines for each of the possession counts. A conviction on the firearms count carries a maximum 10-year sentence.

*-Kevin Graham, Times staff writer*

Posted by tampabaycom at 4:18:42 PM on June 13, 2008  
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**May 21, 2008**

### Third person arrested in robbery, beating of Tampa cop



TAMPA -- Investigators say they stopped a Dade City man who was heading out of the country on a bus in an attempt to escape implication in the beating and robbery of a Tampa police officer during a prostitution sting.

Authorities caught up with Yuber Sanchez, 32, left, on a bus destined for Mexico around 6:30 p.m. Wednesday. He had boarded the El Expreso in Plant City disguised in a wig, hat and sunglasses, Tampa Police said.

Sanchez is accused of running away from the scene of a reverse prostitution sting that ended violently early Monday when Isaac Rodriguez, 40, and Sanchez approached a Tampa Police officer posing as a prostitution customer. Police say the pair beat Officer Alberto Burgos, prompting the officer to fire at Rodriguez, who was taken to St. Joseph's Hospital.

Sanchez was arrested shortly after authorities pulled the bus over on northbound Interstate 75 near Fowler Avenue. Online jail records show he was charged with armed burglary, robbery with a deadly weapon and arranging prostitution. Bail was not set.

A third person, Heather Nunn, 22, was arrested in the incident. Nunn, of Dade City, who had no previous record, faces charges of robbery, burglary and prostitution, jail records show.

-- Casey Cora, Times staff writer



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## 2 Arrested In Fatal Plant City Shooting



Tribune file photo by GEORGE WILKENS

Plant City Fire Rescue workers rush the unidentified shooting victim to an awaiting ambulance on Thursday.

By [NEIL JOHNSON](#) | The Tampa Tribune

Published: May 4, 2008

### Related Links

- [Previous: Man Shot During Plant City Robbery Attempt Dies](#)

TAMPA - Two men wanted in connection with a fatal shooting during a robbery in Plant City on Thursday turned themselves in to authorities.

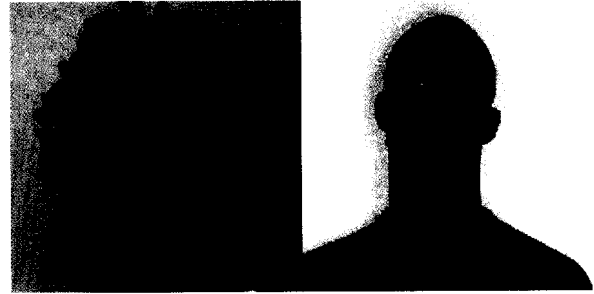
Family members turned Marcel Holloman, 19, into the Polk County Sheriff's Office on Friday, the Plant City Police Department said.

On Saturday, Plant City police took Eddie Blue, 21, into custody at 701 Tillman Place. He is at the Orient Road Jail in Hillsborough. A judge this morning ordered him held without bond.

Holloman is in the Polk County Jail, also with no listed bond.

Both face a list of charges including first degree murder.

Plant City police have not released the name of the victim who was shot while sitting in a compact car Thursday afternoon.



**Marcel Holloman    Eddie Blue**

Witnesses told police that shortly before 1 p.m. two men came up to the victim who was in a driveway at 1306 Larrick Lane. The men demanded money, then shot the victim in the upper torso and ran away.

Police have not said whether the victim, who died at South Florida Baptist Hospital later Thursday, lived where the shooting took place.

An initial search of the area included helicopters and canine units, but they did not find the suspects.

In addition to first degree murder, jail records show Blue, 1011 Alsobrook St. E., Plant City, is charged with carjacking with a firearm and three counts of robbery of less than \$300 with a firearm.

Holloman, in addition to the first degree murder charge, is charged with three counts of robbery with a firearm, petty theft, carjacking with a firearm, battery and robbery by snatching, jail records show.

**Find this article at:**

<http://www2.tbo.com/content/2008/may/04/2-arrested-fatal-plant-city-shooting/?news-breaking>

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## 2 People Shot On Waters Avenue; Suspect Arrested



Tribune photo by MIKE WELLS

A shooting suspect is led away in handcuffs by Hillsborough County Sherrif's Office deputies.

### Related Links

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By [JOSH POLTILOVE](#) | The Tampa Tribune and [MIKE WELLS](#) | The Tampa Tribune

Published: April 22, 2008

Updated: 47 min. ago

TAMPA - Getting shot in the leg today at a Waters Avenue bus stop didn't frighten 75-year-old Teodoro Ferrer at the time, he said.

"The bullet passed right through," he said as he sat on the patio of his Town 'N Country home after being released from St. Joseph's Hospital.

Ferrer said he expects he'll ride his bike again as soon as he recovers but that the incident shook him up enough to consider returning to the Bronx or his native Puerto Rico.

Davon Olajuwon Church, 18, struck up a conversation with Ferrer before stealing the man's



adult-size tricycle at a HART bus stop on West Waters Avenue, according to the Hillsborough County Sheriff's Office.

Ferrer was riding his cycle to a store to buy milk, butter and a shaver when he decided to get out of the hot sun and take a short rest under a bus stop shelter, he said.

A young man who had just gotten off a bus hopped on Ferrer's tricycle, investigators said.

"What are you doing?" Ferrer asked the man.

The man told him it was nice bike and asked, "Do you want to sell it?" Ferrer said.

When Ferrer said no, the man started pedaling away, he said. Ferrer grabbed the handle bars to stop him.

A bystander, David J. Thomas, 42, intervened to defend Ferrer when the young man took a swing at him, Ferrer said.

Church then pulled a small-caliber handgun from the back waistband of his jeans and fired eight times, sheriff's spokesman J.D. Callaway said.

Ferrer was hit in the left leg, and Thomas was shot in the left shin. They were rushed to St. Joseph's with non-life-threatening injuries.

Thomas was expected to be released from St. Joseph's in the early evening, a hospital spokeswoman said.

"This is terrible," Ferrer's wife, 75-year-old Aurora Luna, said. "Just imagine you go out and you don't know what's going to happen to you or if you'll be coming home."

After firing the gun, Church ditched the tricycle and took off running through neighborhoods south of Waters — even going through a canal, Callaway said.

Deputies stopped traffic in both directions near the shooting. They saw Church running through the neighborhood and set up a perimeter, closing him in, Callaway said.

Adam Romero, 25, who runs the Caribbean Sandwich Shop in a strip mall about six blocks from the shooting, said he saw the suspect later identified as Church run into Recked Smoke Shop at 8216 W. Waters, a business with dark tinted windows. Patrol cars filled the parking lot.

Once inside the shop, Church was sweating profusely and asked to use a phone, said store employee Ryshell Cole.

"He said he had almost been jumped," she said. "I stepped outside to see who could be chasing him and I was bombarded by cops. He was just like in a hurry and frantic and kind of looking for someplace to get out."

Church asked a customer, Clint Kosemski, if he could use his cell phone, Kosemski said.

"Supposedly he shot two people, so I feel lucky," the customer said. "It could have gotten real ugly real fast, so I am just counting my blessings."

A hostage negotiator got Church on the phone and he came out of the business, laid flat on the ground and was arrested within an hour of the shooting, Callaway said.

Church, of 1535 Kestrel Way, Brandon, was charged with two counts of aggravated battery with a deadly weapon, one count of grand theft and one count of elder abuse. He remains in Orient Road Jail with a bail set at \$19,000, jail records show.

Deputies had arrested Church in November on a charge of robbery. The next month, he pleaded not guilty and the case is pending, according to court records.

Reporter Mike Wells can be reached at [mwells@tampatrib.com](mailto:mwells@tampatrib.com) or (813) 259-7839.

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## St. Pete Police: Man Shoots Self In Leg Defending SUV

TBO.com

Published: April 9, 2008

Updated: 04/09/2008 12:56 pm

A man shot himself in the leg about 6 a.m. today as he wrestled with someone trying to break into his SUV in St. Petersburg, said George Kajtsa of the St. Petersburg Police Department.

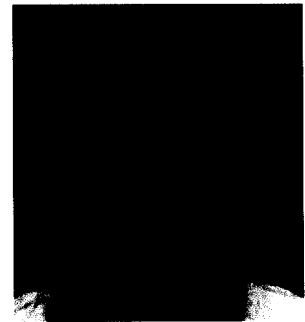
Police found Richard X. Summers, 39, wounded in the upper leg and holding down 18-year-old Marlos M. Conrad.

Kajtsa said Conrad, of 3801 W. Wallace Ave., Tampa, followed Summers' fiancé into their housing complex at 10265 Gandy Boulevard while she was driving a GMC Yukon Denali. She exited the SUV, someone tripped the alarm and she yelled for Summers.

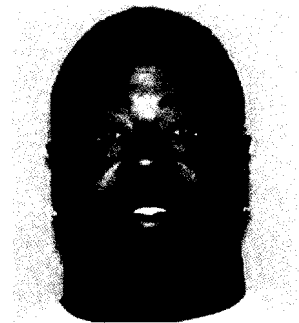
Police say Summers, armed with a handgun, confronted Conrad inside the SUV. They struggled and the gun went off.

Conrad is being held at Pinellas County Jail on charges of strong-arm robbery and auto burglary.

Stay with [TBO.com](http://tbo.com) for developments.



**Marlos Conrad**



**Richard X. Summers**

**Find this article at:**

<http://suncoastpinellas.tbo.com/content/2008/apr/09/st-pete-police-man-shoots-self-leg-defending-car>

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## BRADENTONHERALD.COM

Saturday, Apr 19, 2008

Posted on Sat, Apr. 19, 2008

### Man gets 10 years for Easter shooting

By NATALIE NEYSA ALUND  
[nalund@bradenton.com](mailto:nalund@bradenton.com)

A Plant City man accused of shooting three brothers at a crowded beach last Easter was sentenced to more than 10 years in prison Friday after accepting a plea deal with prosecutors.

Rene Vasquez-Mendoza, 23, pleaded no contest to an attempted first-degree murder charge and two counts of aggravated battery during a hearing before Circuit Judge Debra Riva. He was then sentenced to 10 years and four months in prison.

The April 8, 2007, gang-related shooting on Coquina Beach left the three brothers wounded near the beach's south bathhouse.

Vasquez-Mendoza, a reputed Northside gang member, shot the brothers, who are members of the rival Southside gang, said Jeff Quisenberry, the assistant state attorney who prosecuted the case.

Salvador Estrada, Jose Estrada and their brother, a minor, were shot several times by Vasquez-Mendoza, police said. Authorities say Vasquez-Mendoza fired a .380-semiautomatic weapon.

Had Vasquez-Mendoza gone to trial and been convicted, he could have faced up to 90 years in prison.

Quisenberry said the state offered the deal because authorities have been unable to locate the Estrada brothers, who all admitted to being gang members last year.

In addition, Quisenberry said the brothers said they were illegally in the country at the time of the shooting.

Quisenberry said Vasquez-Mendoza's co-defendant, Santiago Delgado Jr., 22, also of Plant City, also fired a gun during the shooting.

On Dec. 20, Delgado pleaded guilty to a charge of carrying a concealed weapon.

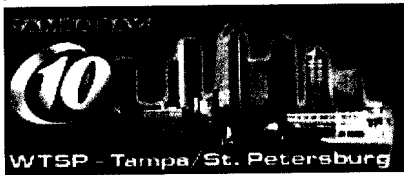
He was sentenced to one year of house arrest and two years of probation. Under his deal, Delgado had agreed to testify against Vasquez-Mendoza.

"He had a gun, fired it into the dirt, then dropped it as he ran," Quisenberry said of Delgado, who police say is a gang associate.

In response to the shooting, Manatee County commissioners in June adopted changes to an ordinance governing the county's parks and beaches.

In addition to a number of minor changes, commissioners agreed to a stipulation that prevents park visitors and beachgoers from staying in or near a parked car for extended periods of time, except for designated RV lots.

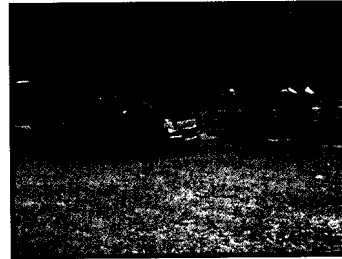
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## Teens arrested after chase near Middleton High School

Tampa, Florida - Tampa Police have arrested four teenaged boys who were in a stolen SUV that ran from a traffic stop this afternoon.

Investigators say an officer spotted the green Lincoln Navigator and turned on the cruiser's lights to attempt a traffic stop. The vehicle fled, but clipped a car near Middleton High School and ended up on campus with four flat tires.



Officer say three suspects were arrested immediately and the fourth was found a short time later.

Investigators say at least one of the teens is a suspect in a robbery, but he and the others could be involved in other crimes around Tampa over the past few days.

No one was hurt in today's incident.

**Tampa Bay's 10 News**



# Hillsborough County Sheriff's Office

## News Release

P.O. Box 3371 \* Tampa \* FL \* 33601

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**Release Number: 08-117**

**For Immediate Release**

**Public Information Office**

March 14, 2008

**Debbie Carter: dcarter@hcsso.tampa.fl.us**

**(813) 247-8060**

**Who:** Julian Hernandez, DOB 4-24-81  
5308 Smith Ryals Road  
Plant City, Fl.  
**Charges:** Criminal Mischief  
Contributing to the Delinquency of a Minor (3 counts)  
Driving while license suspended  
Violation of Probation: Aggravated Battery with a Deadly Weapon  
Contempt of Court for Delinquent Child  
Support

Three male juveniles 15, 16, and 17 years of age. All charged with misdemeanor  
(Possession on an alcoholic beverage under 21 year of age.)

**What:** Graffiti arrest

**When:** March 14, 2008 at 12:20 a.m.

**Where:** Holloway Road and County Road 39

**Why/How:** Overnight on Thursday, March 13, 3008 through early morning hours of March 14, 2008 members of the Hillsborough County Sheriff' Office Gang Enforcement Section along with deputies in District II were conducted surveillance on the east side of the county due to recent incidents of graffiti in the area. This morning at approximately 12:20 a.m. a white 2002 GMC Yukon was observed stopping on the shoulder of the road. A male exited the vehicle and was observed spray painting graffiti on a white PVC fence that surrounds the Magnolia Green Subdivision. The suspect vehicle was followed by deputies and they observed one of the suspects throwing a can of spray paint from the vehicle window. The spray can was later recovered and entered into evidence.

A traffic stop was conducted in the area of Holloway Road and James L. Redman Highway. Deputies confirmed that vehicle was stolen out of Wauchula in February 2008.

Deputies observed numerous opened and unopened beer cans, both in the front and rear passenger areas of the vehicle. Julian Hernandez admitted to purchasing the beer. All of the defendants are members of the King Con Surenos (KCS) gang.



## Graffiti Patrol Yields 4 Arrests

By JOSH POLTILOVE of The Tampa Tribune

Published: March 17, 2008

TAMPA - Hillsborough County deputies doing surveillance because of graffiti in eastern Hillsborough spotted a person spray-painting a white PVC fence early Friday and eventually arrested an adult and three minors.

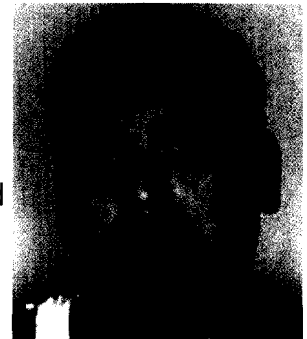
Deputies followed the suspect vehicle near the Magnolia Green subdivision and saw a person inside toss out a can of spray paint, a sheriff's office news release states.

They stopped the vehicle, a white 2002 GMC Yukon, near Holloway Road and James L. Redman Highway. Deputies learned the vehicle had been stolen in Wauchula in February.

Deputies saw several opened and unopened beer cans in the vehicle, and the occupants included members of the King Con Surenos gang, the release states. Julian Hernandez, 26, of Plant City told deputies he bought the beer. The other occupants were teenagers.

Hernandez was charged with criminal mischief, driving with a suspended license, violating probation and three counts of contributing to the delinquency of a minor,

The three male juveniles, ages 15, 16 and 17, were charged with misdemeanors, being minors in possession of alcohol.



**Julian Hernandez**

Hernandez remained in Falkenburg Road Jail today. His bail had not been set.

Reporter Josh Poltilove can be reached at [jpoltilove@tampatrib.com](mailto:jpoltilove@tampatrib.com) or (813) 259-7691.

### Find this article at:

<http://www2.tbo.com/content/2008/mar/17/graffiti-patrol-yields-4-arrests/?news-breaking>

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**EASH, DEBORAH**

**From:** DANAHER, SHARON  
**Sent:** Wednesday, February 27, 2008 8:08 AM  
**To:** EASH, DEBORAH  
**Subject:** -sheriffs-deputies-make-clean-sweep  
**Attachments:** F.3-XeLvs; story.htm@Top1\_x; story.htm@Top\_x; story.htm@Top2\_x; story.htm@Right\_x; story.htm@Right2\_x; story.htm@Position2\_x; story.htm@TopRight\_x; story.htm@Left3\_x; story.htm@Position1\_x; story.htm@Left\_x; story.htm@Bottom\_x

Do they categorize graffiti or do anything with it for the gang grant?

**The Northeast News & Tribune**

[Northeast](#) > [News](#)

## Sheriff's Deputies Make Clean Sweep

By LENORA LAKE, Tribune correspondent

Published: February 27, 2008

UNIVERSITY AREA - Armed with paint and cleaning supplies, six Hillsborough County sheriff's deputies took to the streets west of the University of South Florida.

The mission Feb. 20 was to remove graffiti.

Deputy Chris Brown said the purpose of the University Area cleanup "was to make the area look better. They are putting up new apartments and buildings around here."

The deputies removed gang names and symbols from stop signs and other traffic signs. They painted over markings on sidewalks, roads, fences and other structures. The names or symbols represented Drak, Oak Park, Folk Nation, Oak Boys, the Latin Kings, Hot Boys, Sur 13 and other groups.

For the workday, the deputies secured 20 cans of spray paint and two 5-gallon buckets of paint from a paint recycling center at the county landfill. Special cleaning cloths were used to remove paint.

"We want to make the leftovers cleaning cloths available to deputies so when they see something, they can just clean it," Deputy Barbara Reichard said.

Reichard said that during the past month, as deputies drove through the neighborhood, they kept a list of areas marred by graffiti. In the University Area, they included 20th Street near 138th Avenue, 139th Avenue near 20th Street, 127th Avenue at 20th Street and 142nd at 15th Street.

Several cleanup locations were near the sheriff's District 1 office at 14102 N. 20th St.

"It's almost like they gang members are staking their ground out right here by us," Reichard said.



although the deputies cleaning did not know how many gangs or gang members operate or live in the University Area.

Detective Mark Wilder of the Hillsborough County Sheriff's Office said he does not have numbers specific to the University Area.

However, he said 117 gangs are known to operate in the county, with 112 of them based here. There are 2,800 "certified" gang members in the county. Those members have had some kind of interaction with law enforcement and have met the state criteria as a gang member.

During the morning cleanup, residents peered out windows watching the work. As one woman drove by, she slowed to tell the deputies: "God bless all you people. I love you."

Manuel Gonzalez, 13801 N. 20th St., walked outside to watch. He said he has not seen the people tagging the area but often sees where they have been. He said he was glad to see the deputies cleaning.

"They are making a change. I hope they can keep the area clean," Gonzalez said.

Deputy Gerald Andrews said he was surprised how many markings there were on the sidewalks and roads.

"The hardest part has been holding the paint can spray nozzle down as long as you have to," Andrews said.

The group of community resource deputies also targeted Morris Bridge Road signs, which had been tagged recently, in the one-day project.

**Correspondent Lenora Lake can be reached at (813) 865-4851 or llake@tampatrib.com.**

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## Huge police presence at Florida State Fair

Post a Comment



By:  
Melanie Brooks

Hillsborough County, Florida – The rules are simple. Everyone is checked. Grandmothers, diaper bags, even back pockets Cops aren't kidding around at the Florida State Fair.



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Originally Posted 2/8/2008 10:26:02 PM  
Last Updated on 2/8/2008 11:18:55 PM  
Correction/Comment? Contact Us

Bright lights on the midway showed the shake-down of teenagers everywhere. Here, there is zero tolerance, especially with the rumblings of a possible gang attack.

On the first Friday night of the fair, crowds were huge. With temperatures in the mid-60s, conditions were perfect for strolling the fairgrounds. Funnel cake in one hand, fresh-squeezed lemonade in the other.

The idyllic setting didn't last for long.

Packs of uniformed gang units moved quickly through the thick, shoulder-to-shoulder crowds. In less than an hour, 11 kids were shuffled off property. Reluctant to give his name, one Hillsborough County Sheriff's Deputy told us, "We don't want to have to arrest them. They just need to get off the property if they're causing trouble."

As for the kids, they knew a possible gang attack was looming.

Teenager Devin Mobley told our news crew, "I hear about it at school. They were talking about it for a long time."

But, Major Harold Winsett with the Sheriff's Department, disagrees. He says, there isn't a specific threat. Just rumors, which means deputies have to be ready all the time.

"We bring out the gang squad out here, just to address that issue. So, if any do show up, we deal with it as it happens."

But, that's not good enough for one mom. She says she'll never come back here again.

"We're getting ready to leave. We've already seen cops chasing down a boy. I don't need this," said Tina Weymann, as she walked away with her 2 daughters.

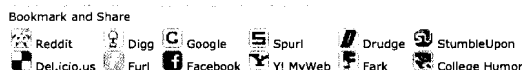
Much of this is par for the course. You have a large group of people, most of them teenagers. Anything can happen. And, sheriff's deputies have a somewhat impossible mission. No one can get hurt, and everyone must have a good time.

Hence, the rules.

Gang colors, signs or any paraphernalia are banned immediately. That person will be asked to remove gang material, or be denied admittance. It is truly zero tolerance.

You'll see dozens of deputies on the grounds, but many you'll never see. Undercover, plain-clothes officers are silently shuffling through the madness, proving that blending in next to their uniformed counterparts, also works as a deterrent to trouble. That's because, you'll never see them coming.

Melanie Brooks, Tampa Bay's 10 News



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post)

Comments

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Tuesday, Jan 15, 2008

**Local**

Posted on Tuesday, January 15, 2008

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**New method helps convict gang members**

By NATALIE NEYSA ALUND

nalund@bradenton.com

BRADENTON – For five years, Eric Santiago lived the life of a gang member, flashing gang signs, sporting gang colors and dealing drugs from his Bradenton home, prosecutors said Monday during opening statements of the 21-year-old's trial.

Santiago is the first reputed gang member to go before a Manatee County jury on racketeering and conspiracy charges, filed after a sweep by law enforcement last year that led to the arrest of nine reputed members of the Brown Pride Locos and East Side Crips.

Under racketeering laws, people can be charged for the totality of crimes found to have benefited a criminal enterprise.

"This case is about criminal street gangs, the world in which they live and the crimes they commit," statewide prosecutor Diane Croff told the six-member jury that will hear testimony during the four-day trial at the Manatee County Courthouse.

Croff painted a picture of the life she said gang members live:

- Earning money illegally.
- Disrespecting law enforcement.
- Fighting dangerous rivalries.

They will detail Santiago's criminal history by putting witnesses on the stand to recall his predicate incidents including burglary and high-speed car chases with law enforcement.

Known on the streets as "E", Santiago was charged with racketeering because he is a member of a criminal enterprise, the East Side Crips, Croff said. The other charge is because she said he conspired with fellow gang members to commit crimes with them.

"Guns, drugs, disrespect for the law - for . . . years he's lead that way of life here in Manatee County," Croff said. "We will ask to find the acts were connected to the gangs.

But Santiago's public defender, Peter Coen, told jurors they will have a hard time doing that.

"There is much less in the state's case than meets the eye," Coen said.

And just because his client committed crimes, knew gang members and has family who were gang members, that does not mean Santiago is a gang member, Coen said.

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"The question is: What is the connection with those crimes and this enormously, powerful, dangerous organization?"

The state, he said, will not be able to connect his client's crimes to gangs.

The first witness in the case Monday, Sarasota Police Officer Tom Wagonseller, laid foundation for the state when he took the stand and testified about burglary and theft charges Santiago was convicted of as a juvenile.

Santiago and his co-defendant in the case, Francisco Flores, took \$26,000 in items from a Sarasota couple's home in January of 2003. The state plans to show jurors that Flores is a gang member.

Testimony is expected to resume today at 9 a.m.

If Santiago is convicted of both charges this week, he could spend up to 60 years in prison.

In 2007, the Manatee County Sheriff's Office and Attorney General's Office teamed up to bring racketeering charges against 23 reputed gang members, including 14 SUR-13 members here.

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Six BPL or ESC members arrested have pleaded guilty to racketeering charges, according to the Florida Attorney General's Office. Two other reputed gang members, Peter Garcia and Alberto Gutierrez, have not taken plea deals.

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The charge explained

Racketeering is when a group operates an illegal business or scheme for profit.

Monday, Dec 17, 2007

Posted on Sat, Dec. 15, 2007

## **4 Brown Pride Locos sentenced to prison**

By ROBERT NAPPER  
[rnapper@bradenton.com](mailto:rnapper@bradenton.com)

Four more Brown Pride Locos street gang members were hit with prison time Friday after pleading to racketeering charges.

Friday's pleas bring the number of Brown Pride Locos sentenced to prison in Manatee to eight, since a Manatee County Sheriff's Office sweep of the gang in January.

Since last year, sheriff's investigators have been seeking racketeering cases against local gang members, as opposed to convictions on each individual crime.

Under racketeering laws, prosecutors build cases against reputed gang members by showing the totality of their crimes were committed for the benefit of a criminal organization.

Using racketeering laws, prosecutors do not need witness testimony, a major roadblock in getting convictions on gang-related crimes when frightened witnesses pull back from testifying in court.

"I think we are heading in the right direction," Manatee Sheriff Brad Steube said. "Going after the gangs using the racketeering laws has been a great way to get convictions."

In July, 10 reputed members of the SUR-13 street gang were also arrested in a sweep. Their court cases are pending.

Steube said detectives are getting closer to making several racketeering cases against members of a third gang in Manatee.

"I am not going to say what gang, because I want them to think we are coming after all of them," he said.

In court Friday, a judge sentenced the following to prison terms:

- Justino "Crazy" Santana, 25: Three years in prison; three years of probation
- Fernando "Freddy" Chavez, 22: Four years in prison; two years of probation
- Jose "Payaso" Luis Rodriguez, 21: Five years in prison; nine months of probation
- Pedro "Perico" Garcia, 25: Six years in prison

In September, Brown Pride Locos' leader in Manatee, Jose "Charlie Brown" Lopez, was sentenced to seven years in prison.

Reputed gang members Frank "Magoo" Alvarez, Alberto Gutierrez and "Pistol" Pete Garcia, also pleaded to racketeering charges.

Alvarez received seven years in prison, while Gutierrez and Garcia have yet to be sentenced. They will get no more than five years if they cooperate with prosecutors, according to their plea agreements.

Meanwhile, Florida Attorney General Bill McCollum announced Friday the first indictments of reputed gang members by a statewide grand jury impaneled in August.

In West Palm Beach, 10 members of SUR-13 were indicted and charged with racketeering. Also, in Hillsborough County, the attorney general's office charged 10 members of a street gang suspected of several crimes in the area with racketeering.

"It is imperative for our state to make fighting the growth of gangs and the spread of gang violence one of our top priorities," McCollum said in news release issued Friday.

Robert Napper, Herald reporter, can be reached at 708-7024.

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## Police: Black MOB Gang members charged



By: **Valerie Boey**

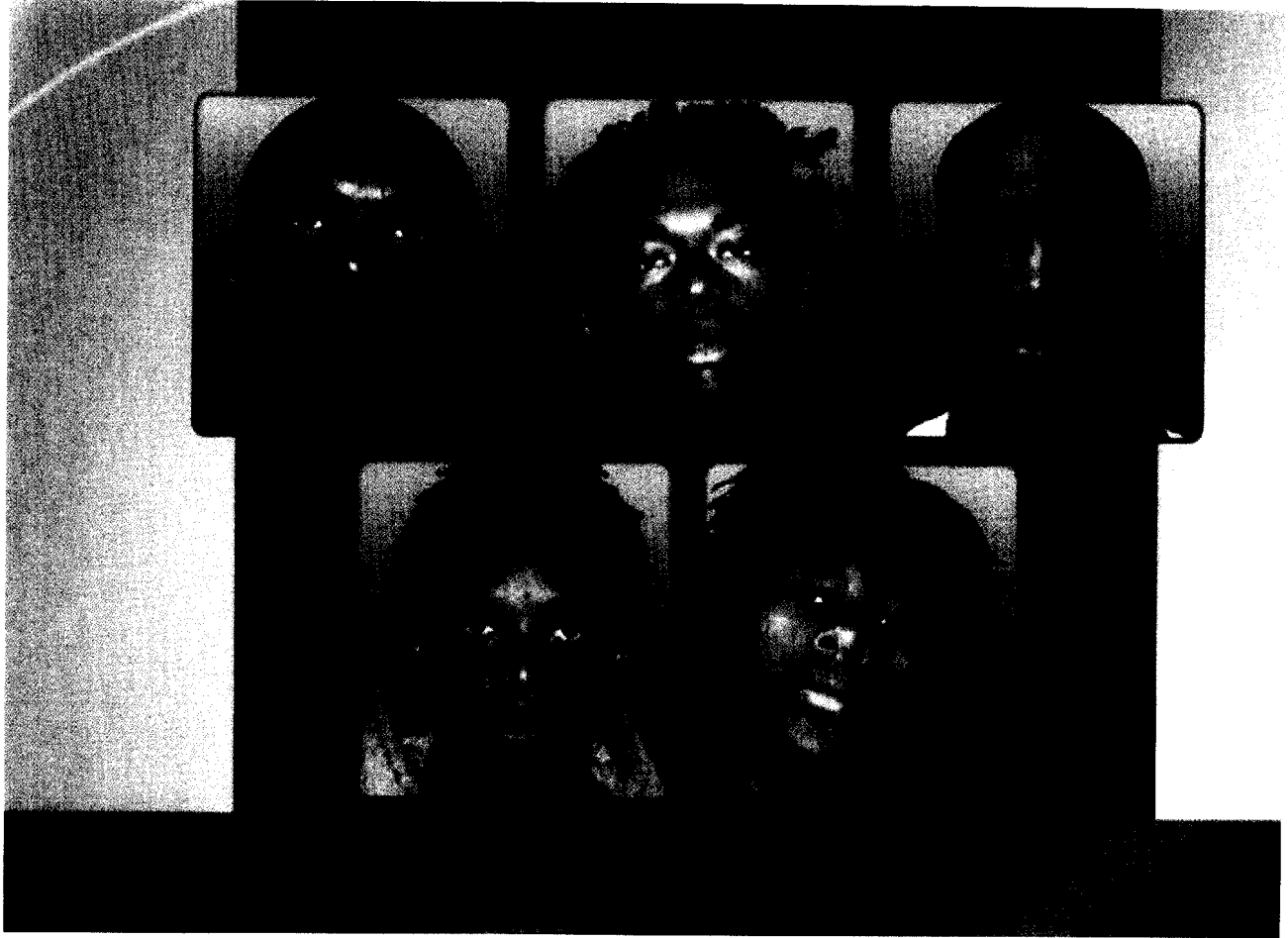
Plant City, Florida-In the West Side of Plant City, Lyshondia Lamar worries about her 7-year-old son Edward, "People shooting stuff in the air for no reason, the kids can't play outside the door like they use to."



Plant City Police Chief Bill McDaniel believes a gang called The Black Mob has been targeting people, "This black mob has been a real problem for us, they've been preying on the most vulnerable members of our community to take this action against them is a very important step." 10 members were charged with criminal racketeering. 20-year-old N. George Jr. is still on the loose. Many were already in jail for previous crimes, the majority were against migrant farm workers. Lamar believes it's because many of them don't speak English and are illegal aliens, that's why the gang went after them, "Everything murder, attempted murder, robbery, aggravated battery, aggravated assault, car theft and the distribution of illicit narcotics." Earlier today, police went into a West Side home looking for drug paraphernalia and other evidence to add to their case.

The women inside the home say, there are gangs around here, but they're not black. They say the name MOB stands for, Mor B\*\*\*\*\*s. Tajuana McDonald is angry that her son Rodney Young was charged, "This is discrimination, this is racist, this is just racism." Cathy Johnson also disagrees with the charges, "There's no black mob, there's no black mob."

But if the charges help keep little Edward and other children a little safer, then Lamar supports the indictment, "In a way I'm happy if convicted, the men could face 60-years in prison. The Plant City Police Department, Florida Department of Law Enforcement and Attorney General Bill McCollum worked together on the investigation."





**Valerie Boey, Tampa Bays 10**



# Neighbor's Tip Leads To 3 Arrests On Burglary Charges

The Tampa Tribune

Published: December 10, 2007

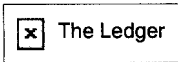
LUTZ - A neighbor interrupted a burglary today after calling the Hillsborough County Sheriff's Office to report a suspicious car parked in a cul-de-sac and a masked person wandering around someone's property, officials said.

Deputies charged Henao Alexander, 18, of Tampa and two Tampa 16-year-olds, Paul Lopez and Diego Alvarez, this afternoon with felony armed burglary, grand theft and possession of burglary tools.

The sheriff's office responded to a house in the 2600 block of Golden Antler Lane after receiving the neighbor's phone call and found Lopez sitting in a 2000 Toyota Celica, officials said.

Deputies with a law enforcement dog found the others hiding inside the house's attic.

What's his DOB ??? There is a Latin King from Orlando dob: 2/27/1991



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*Published: Sunday, November 11, 2007*

# Detective Sweeps Up Criminals

## Hillsborough undercover detective ran extended sting.

By S.I. ROSENBAUM  
st. petersburg Times

SEFFNER | Word was, the guy would buy your stuff. Anything you stole, he'd take it off your hands. Jewelry. Guns. Drugs. Cars. Boats.

Behind the counter at D.A.G. Electronics, he could have been a retired roadie, or an aging Hells Angel. Long hair, graying beard. He gave off the familiar scent of old misdeeds.

When business was slow, he flicked across the radio dial. He swept the beige carpet with a broom.

For the better part of a year, that was how Detective John Couey spent his days: the counter. The radio. The broom.

In the six years he has worked vice for the Hillsborough County Sheriff's Office, Couey, 49, has been everyone from a homeless man to a high-rolling gambler.

But he had never stayed undercover for so long.

By the time it closed in September, the fake storefront in Seffner - whose name happened to include Sheriff David A. Gee's initials - had netted close to \$2 million worth of stolen property. Deputies arrested more than 200 of the store's customers: longtime felons, gang members, even one career car thief who had never been caught before.

It was the largest sting operation the Sheriff's Office had run in 20 years.

For Couey, each day at D.A.G. Electronics was like his boyhood deer-hunting trips: hidden in the blind, bored and silent, waiting for the prey to come into sight.

### good listener

The man behind the counter was a real good listener. You could tell him anything. He cared about his customers.

You shouldn't be breaking into cars, he'd tell you, as he handed over your cash. You shouldn't run from the police. You could get hurt. How come you aren't in school?

If you were headed to jail on a warrant, you might ask him to hang on to your stuff. If you got arrested unexpectedly, you might call him and ask if he could post your bail.

He'd be awful sorry when he turned you down.

You might give him advice, too - tell him the best way to disable the LoJack, or how to spot an undercover cop.

I can spot one a mile away, you might say, and the man behind the counter would nod, looking impressed.

The picture on Couey's ID shows him as he once was: cheeks clean-shaven, hair crew-cut, uniform crisply ironed.

You've seen this face before, too: He's the cop who pulls you over, the guy behind the wheel of the cruiser.

"I'm still that guy, believe it or not," he says. "It's still me."

He slides the ID back into a manila envelope.

When he goes home at night, he can't tell his wife about his day. Sometimes even his fellow vice cops don't know where he is or what he's doing.

Even his name isn't his own anymore, usurped by the notorious murderer.

Most of the time Couey loves working vice, loves wearing this underworld camouflage.

But it bothers him when women pull their children closer at his approach. At police conferences, they won't let him on the hotel elevator until he shows his badge. When he first showed up at the sheriff's gang unit headquarters, they thought he was the groundskeeper.

### **a man and his broom**

The guys in the sheriff's gang unit, who were running the sting, liked to joke about Couey and his broom.

It was his main companion, day after day. He didn't actually name it or draw a face on it, but he came close.

He wasn't technically alone: A guy from the SWAT team was hunkered in the back room, watching Couey on a monitor in case things got dicey.

Once in a while, when it wasn't busy, the SWAT guy would come out to chat. But that was risky.

If someone knocked on the door, "The poor SWAT guy has to drop to the ground and crawl back to his little hole," Couey said.

So mostly Couey and the broom were on their own.

He was glad the SWAT guy was there, though.

People walked in all the time with stolen weapons: pistols, semiautomatics, sawed-off shotguns.

Once, Couey swears, a guy came into the store and pulled a full-length shotgun out of his pants leg.

"You can only hope real hard they're there to sell it to you," he said.

### **guns off the streets**

He bought all the guns he could. He would never turn away a customer with a gun. He wanted that weapon off the street.

Couey was amazed at the sheer volume of stolen goods flowing into the store. How could people steal that much stuff?

Sometimes he got a legitimate customer.

He'd tell them he had a backlog and send them to the real electronics place down the street.

Once he found himself giving an old lady advice over the phone about her ailing VCR.

She called him back an hour later. He had fixed her problem.

What was he doing?

In a way, he was only doing what everyone does: wearing the workday mask, waiting for the weekend to come so he could be his real self. In that sense, Couey was no different from the weekend jazz singer, the after-hours biker, the guy with a house full of tropical fish.

One day in July, a girl came into the store. Couey saw her and felt his heart pound.

He had arrested her twice, in another persona. Now, she was looking straight at him.

"I never forget a face," she said. "I know you."

In his mind, Couey saw the whole operation falling apart. He smiled.

Five minutes later, they'd figured out they knew each other from a local bar. That must be it. She knew he had looked familiar.

At the end of September, D.A.G. Electronics closed for good.

It was kind of sad, leaving the store behind. It had grown familiar. It had been almost fun.

He took the broom home with him.



## "Kuntry Boys" gang member sentenced

Tampa, Florida -- A member of the "Kuntry Boys" gang has been sentenced to 37 months in prison on his guilty plea to distribution of crack cocaine.

The U.S. Attorney's Office said Dondi Hendricks, 21, is among 14 gang members indicted five months ago following a roundup of 58 gang members by local, state and federal lawmen.

Fourteen of the gang members have pleaded guilty and are awaiting sentencing, the U.S. Attorney's office said. trials are pending for two more.



**U.S. Attorney's Office- Tampa**



# Hillsborough County Sheriff's Office

## News Release

P.O. Box 3371 \* Tampa \* FL \* 33601

News Releases are to be used for informational purposes only.  
Information provided should not be relied upon for any type of legal action.

**Release Number:** 07- 499

**For Immediate Release**

**Public Information Office**

**November 7, 2007**

**Debbie Carter:** [dcarter@hcsa.tampa.fl.us](mailto:dcarter@hcsa.tampa.fl.us)

**(813) 247-8060**

**Who:**

**Suspects:**

Jamal M. Rice, DOB 11-11-88

1102 Ball Street W. Plant City

**Charges:** Armed Robbery ( 4 counts)

Attempted Murder

Aggravated Battery

Jamari McFadden, DOB 10-1-91

1016 Emerald Hill Way, Valrico

**Charges:** Armed Robbery (4 counts)

Attempted Murder

Aggravated Battery

Vintawn Brooks, DOB 9-1-90

1101 S. Gibbs Street, Plant City

**Charges:** Armed Robbery (4 counts)

Attempted Murder

Aggravated Battery

Rodney Young, DOB 7-28-90

810 W. Warren Street, Plant City

**Charges:** Armed Robbery (4 counts)

Attempted Murder

Aggravated Battery

Ricardo Young, DOB 1-6-92

1504 Warren Street, Plant City

**Charges:** Armed Robbery (4 counts)

Attempted Murder

Aggravated Battery

**What:** Armed Robberies/Attempted Murder

**When:** November 6, 2007 between 11:27 a.m. and 12:55 p.m.

**Where:** East Hillsborough County

**Why/How:** Hillsborough County Sheriff's Office is investigating four personal robberies that occurred in Eastern Hillsborough County where the targeted Migrant workers. The suspects driving a Gray Jeep Cherokee would approach the workers and at gunpoint demand their wallets or personal items.

**Incident # 1 – 14718 Sydney Road at 11:27 A.M.**

Victims: Gonzalo Resendiz, DOB 1-10-41

Dover, FL

Felix Salazar, DOB 7-2-71

Dover, FL

Three of the five suspects approached the two victims' in the strawberry field. Two of the suspects pointed guns at the victim are demanding money. One of the suspect's pistol whipped Gonzalo Resendiz. Resendiz was transported to South Bay Hospital where he was treated and released.

**Incident #2 – 4502 Roebuck Road at 12:05 p.m.**

Victim: Manuel Favian, DOB 3-26-86

Durant , FL

The victim was walking on the side of the roadway on Roebuck Road when the suspects drove up and 4 suspects exited the vehicle and attempted to rob the victim. The victim had no money or property on him at the time.

**Incident #3 – 1206 McGee Road at 12:55 p.m.**

Victim: Mathias Ibarra, DOB 2-22-42

Dover, FL

The victim was approached by four suspects; one of the suspects struck Ibarra with a pistol, took his wallet and then shot the victim in the upper right thigh. The victim was airlifted to Tampa General Hospital with non life threatening injuries.

**Incident #4 – Horton Road and Old Hopewell Road (call delayed)**

Victim: Francisco Jimon, DOB 1-17-92

Mulberry, FL

While the victim was working in a strawberry field he was approached by two suspects. The suspects at gunpoint robbed the victim of his wallet and a cell phone.

Alerts were placed and deputies spotted the suspect vehicle in the area. After a short pursuit, the vehicle was stopped and all five suspects bailed out, but were captured by deputies.

The investigation continues.





# Hillsborough County Sheriff's Office

## News Release

P.O. Box 3371 \* Tampa \* FL \* 33601

News Releases are to be used for informational purposes only.  
Information provided should not be relied upon for any type of legal action.

**Release Number:** 07-489

**For Immediate Release**

**Public Information Office**

**October 30, 2007**

**JD Callaway:** jcallaway@hcsso.tampa.fl.us

**(813) 247-8060**

**Who:** Hillsborough County Sheriff's Office  
**What:** \$1 million grant for HCSO "Eye On Crime" anti violent crime initiative  
**When:** TBA  
**Where:** Countywide

**Why/How:** The federal government has awarded the Hillsborough County Sheriff's Office a \$1 million grant to purchase video surveillance cameras for high crime areas of the county and areas of the jails, training for deputies and other equipment and apparatus to collect and share data

The U.S. Department of Justice's Office of Justice Programs recently awarded the Byrne Grant for the Sheriff's Office "Eye On Crime" project targeting areas with violent crime and gang-related problems. The grant will be used to purchase more than two dozen cameras for installation in various public areas of the county. The public area cameras will be monitored by the STAR (Sheriff's Targeted Area Response) team, a special team of deputies who respond to crime hot spots in the county. In the jail system, cameras will be used by deputies on STAT (Security Threat Awareness Team). The STAT team is comprised of deputies and civilians who monitor gang members behind bars and collect and share data through interviews with inmates.

The cameras will be mounted in public places, and are resistant to bullets and the weather. Equipment can capture the images 24/7. The project should be up and running by the end of the year.

The Sheriff's Office will conduct a public awareness campaign before the installation of the cameras, which will be mounted on poles in public places visible to everyone. The

sophistication of the camera monitoring system will be both a deterrent and a tool to prevent and stop crime.

**COMING UP ON BAY NEWS 9**

**Some city officials are coming down hard on skateboarders. See why they're so mad. Saturday on Your Morning News.**

**News > Headlines**

## **Exclusive: ATF agents find pipe bombs at Tampa home**

**Friday, November 2, 2007**

[Post a comment](#) | [E-mail this story](#) | [Print](#)



**Robert Mullenix and his wife, Dorothy were arrested Thursday night.**

**HILLSBOROUGH COUNTY (Bay News 9) --** A Tampa couple is suspected of making and selling pipe bombs.

Bureau of Alcohol, Tobacco and Firearms (ATF) agents arrested Robert Mullenix and his wife, Dorothy, both 43, at their home Thursday night.

According to the indictment, Robert Mullenix is charged with three counts of possessing several pipe bombs and his wife is charged with one count of possessing a pipe bomb.

ATF agents have been working on the case all year. The indictment shows agents found pipe bombs in January, February, and March and a shotgun in July.

Former FBI agent Oscar Westerfield said it was probably an undercover agent buying the pipe bombs on those dates.

"A piece of information surfaces with ATF that there's someone out there in possession of pipe bombs probably wanting to sell them," Westerfield said. "More than likely they paid money for the bombs in return for them."

Tampa Police said Robert Mullenix is covered in white supremacist tattoos.

"It would not be unusual that a person who has views like that would also be involved in making or distributing pipe bombs," Westerfield said.

The ATF isn't talking at this time about whether that would tie into their investigation.



**Tampa Police said Robert Mullenix is covered in white supremacist tattoos.**

"The fact that we have bombs that have been recovered here in the Tampa Bay area is very frightening and very concerning," Westerfield said. "Pipe bombs are extremely dangerous to make, extremely dangerous."

Most of the time, pipe bombs wind up in the hands of inexperienced users but there are some cases in which low profile pipe bombs turned into high-profile crimes.

**1996:** Eric Rudolph set off a pipe bomb that killed two and injured more than 100 at the Atlanta Olympic Games.

**1999:** Pipe bombs were used in the Columbine High School massacre to distract police from the shootings.

**2006:** Pipe bombs were found after militants attacked the US Embassy in Damascus, Syria.

Visit Bay News 9 on Demand, channel 342 on Bright House Networks digital cable to see Bay News 9's extended interview with Former FBI agent Oscar Westerfield.

### **Pipe Bomb Arrests**

[Exclusive arrest video](#)

[Read the indictment](#)

[E-mail TV reporter Josh Rojas](#)



## Deputies: \$1.8 million in stolen items recovered in Seffner operation

Last Edited: Friday, 02 Nov 2007, 4:14 PM EDT  
Created: Wednesday, 31 Oct 2007, 12:31 PM EDT

SEFFNER – Hillsborough County deputies say a year-long undercover operation has paid off big time for them, bringing them hundreds of stolen guns, merchandise, and producing more than 200 arrests.

According to investigators, the operation was run out of a Seffner strip mall storefront called Dag's Electronics. It may have advertised electronics on the sign, but that's certainly not what deputies were after inside.



*Deputies say the year-long investigation allowed them to collect hundreds of guns and make more than 200 arrests.*

Investigators call it a treasure trove. They say they recovered everything from high-powered rifles to assault weapons and bullet proof vests during the operation. They also made 200 arrests.

While deputies say they're thrilled with all arrests they made, it's the crimes that the stolen guns can help solve that is really exciting for them. Sheriff David Gee says it's also proof of how mean the streets have become.

"It is clearly the tip of the iceberg," said Sheriff Gee. "I think all of this- and we were just discussing it with our federal partners—I think that the latest studies that are out there clearly indicate that violent crime across our country is going up. And the level of violence that you're seeing in these crimes is higher. We're reaching levels we saw in the early 1990s."

On Wednesday, deputies announced that the operation had recovered items ranging from boats to cars to construction equipment, along with the guns and other artillery. They say they were able to buy more than \$1.8 million in stolen items along the way, and the operation only cost them 5.2 cents on the dollar—or \$95,000—to complete.

Investigators believe many of the items were originally stolen from people's homes. They say they're looking into different ways of getting the items returned to their original owners.



# Hillsborough County Sheriff's Office

## News Release

P.O. Box 3371 \* Tampa \* FL \* 33601

News Releases are to be used for informational purposes only.  
Information provided should not be relied upon for any type of legal action.

**Release Number:** 07-482

**For Immediate Release**

**Public Information Office**

**October 26, 2007**

**JD Callaway:** jcallaway@hcsso.tampa.fl.us

**(813) 247-8060**

### UPDATE

A witness told Sheriff's Deputies he saw the suspects throw an object out the window of their vehicle while deputies were pursuing them and when deputies went back and searched the area they discovered 2 handguns that had been tossed from the suspect vehicle during the pursuit.

Arrested:

**Who:**

1) James Edward Flanning Jr. (driver)  
DOB 7/14/83  
1302 15<sup>th</sup> Avenue, Tampa

2) Thomas Davis  
DOB 8/24/85  
1206 E. Curtis Street, Tampa

**What:**

Charges: burglary of a residence; auto theft; felony fleeing and eluding  
Eagle-Eyed Sheriff's Detective Interrupts Burglary, Two Suspects Captured

**When:**

Friday, October 26, 2007

**Where:**

U.S. Highway 92 and Pine Street

**Why/How:**

Hillsborough County Sheriff's Detective Brian Bryan, a veteran property crimes detective, was cruising through the Hickory Hills subdivision Friday morning around 11:30 looking for anything suspicious after several daytime burglaries in the area in the past months. Detective Bryan then noticed a suspicious vehicle backed into the driveway of a home at 401 Running Horse Lane. The vehicle, a Mitsubishi Galant, was dirty and seemed out of place in the neighborhood. The detective's instinct proved to be correct. He parked nearby to observe the situation, and two individuals came out of the house and saw him. The suspects got into the Mitsubishi and sped away. Detective Bryan followed behind them as they weaved their way through the neighborhood trying to elude the detective. The suspects eventually found their way out of the subdivision, and within about two miles, crashed the car at U.S. 92 and Pine Street when the driver failed to negotiate a turn and hit a pole. The driver, James Edward Flanning Jr., was arrested at the crash scene; the passenger, Thomas Davis, ran into some

nearby woods and was spotted by a Sheriff's helicopter pilots Jay Bridwell and Kevin Langiotti. Deputies and a sheriff's canine took him into custody. There were no injuries to deputies during this event. The suspects also were not injured.

Detectives do not believe any items were taken from the home on Running Horse Lane; however, inside the Mitsubishi deputies found a flat-screen television, a computer and a printer. Also discovered in the vehicle was a ski mask.

The investigation continues.



# Department of Justice

TUESDAY, JANUARY 16, 2007

(202) 514-2007

[WWW.USDOJ.GOV](http://WWW.USDOJ.GOV)

TDD (202) 514-1888

## **FACT SHEET: DEPARTMENT OF JUSTICE EFFORTS TO STOP GANG VIOLENCE IN AMERICA'S COMMUNITIES**

*"The effects of violence and gang activity reverberate beyond individuals, beyond a single perpetrator or a single victim. When a young man is murdered, an entire community feels the loss. When a young girl is raped, an entire neighborhood is violated."*

-- Attorney General Alberto R. Gonzales, 2/15/06

At the direction of the Attorney General, the Department has taken several important steps to address gang violence. First, the Department established an Anti-Gang Coordination Committee to organize the Department's wide ranging efforts to combat gangs. Second, each United States Attorney has appointed an Anti-Gang Coordinator to provide leadership and focus to our anti-gang efforts at the district level. Third, the Anti-Gang Coordinators, in consultation with their local law enforcement and community partners, have developed comprehensive, district wide strategies to address the gang problems in their districts. All of the Department's law enforcement components are engaged in a coordinated effort to combat gang violence.

### **GangTECC, National Gang Intelligence Center, and Gang Squad**

Through GangTECC, the National Gang Intelligence Center, and Gang Squad, the Department has established national coordination, intelligence and enforcement mechanisms aimed at dismantling the most significant, violent, national and regional gangs.

- **Coordination** – The Department has created a new national multi-agency, anti-gang task force- the Gang Targeting, Enforcement, and Coordination Center (GangTECC). GangTECC targets the nation's most violent and far-reaching gangs by bringing together representatives from all of the operational components of the Department, as well as from other agencies. Led by the Criminal Division, the center coordinates overlapping investigations, ensures that tactical and strategic intelligence is shared among law enforcement agencies, and serves as a central coordinating center for multi-jurisdictional gang investigations involving federal law enforcement agencies.
- **Intelligence** – GangTECC works hand-in-hand with the new National Gang Intelligence Center (NGIC). The NGIC integrates the gang intelligence assets of all Department of Justice agencies, and has established partnerships with other federal, state and local agencies that possess gang-related information.

- **Enforcement** – The Criminal Division has established a new Gang Squad, a core team of eight experienced anti-gang prosecutors who serve as the prosecutorial arm of the Department's efforts to achieve maximum national impact against violent gangs.

### **Six Site Comprehensive Anti-Gang Program**

In March 2006, the Attorney General announced six sites that would receive \$2.5 million in grants as part of a new comprehensive initiative that focuses on reducing gang membership and gang violence through enforcement, prevention and re-entry strategies. These sites are: Los Angeles, Tampa, Cleveland, Dallas/Ft. Worth, Milwaukee, and Pennsylvania's 222 Corridor. The initiative includes the following measures:

- **Enforcement** – Approximately \$1 million per site to help create enforcement programs that focus law enforcement efforts on the most significant violent gang offenders.
- **Prevention** – Approximately \$1 million per site to focus on reducing youth gang crime and violence by addressing the full range of personal, family and community factors that contribute to juvenile delinquency and gang activity.
- **Re-entry** – Approximately \$500,000 per site to create mentor-based re-entry assistance programs with faith-based and other community organizations that will provide transitional housing, job readiness and placement assistance, substance abuse and mental health treatment to prisoners re-entering society.

### **Project Safe Neighborhoods**

In May 2001, President Bush announced Project Safe Neighborhoods (PSN), a comprehensive initiative to reduce gun crime in America by linking together federal, state and local law enforcement, prosecutors and community leaders. The Attorney General has recently expanded the PSN initiative as part of the Department's anti-gang efforts.

- In FY 2006, through the PSN initiative, the Department filed 10,425 federal gun crime cases against 12,479 defendants. This is a 66 percent increase in cases filed and a 55 percent increase in defendants prosecuted since FY 2000. In FY 2006, over 93 percent of those offenders received prison terms and over 50 percent were sentenced to three or more years in prison.
- In its first six years, this Administration has more than doubled the number of firearms prosecutions brought in the last six years of the previous Administration. From FY 2001 through FY 2006, the Department filed 58,464 federal firearms cases against 71,019 defendants – more than a 100 percent increase in cases filed from the prior six year period.
- In FY 2006, the Department has provided approximately \$30 million in state and local grants and training and technical assistance to support PSN's new and enhanced anti-gang work. Those funds are in addition to the approximately \$10 million in grant funds provided



in FY 2006 in support of traditional PSN gun crime reduction programs.

### **Weed and Seed Initiative**

The Weed and Seed Program is a community-based multi-agency approach to law enforcement, crime prevention, and neighborhood restoration. “Weeding” consists of law enforcement and community policing; and “seeding” consists of efforts designed to prevent, intervene, and treat crime, and social and economic distress. There are over 300 Weed and Seed sites, and in FY 2006, over 200 communities received Weed and Seed funding.

### **International Cooperation**

The Department also works with the Department of Homeland Security, the Department of State and our international partners to fight gangs that operate both in the United States and other countries and to ensure that illegal aliens who are gang members are prosecuted and/or removed from the United States.

- In 2006, the Department has provided training to Assistant United States Attorneys on using immigration offenses as part of anti-gang efforts, and is currently working with countries in Central America to develop more efficient and effective information sharing and repatriation mechanisms.
- The Department has also worked with the Department of Homeland Security on Operation Community Shield, which is aimed at disrupting and dismantling international gangs.

### **Department of Justice Task Forces**

In addition to the Attorney General’s Department-wide Anti-Gang Initiative, each of the Department’s components work with state and local law enforcement on specific programs to curb the threat of gang violence nationwide. These include:

#### **Bureau of Alcohol, Tobacco, Firearms and Explosives Efforts**

- The ATF-led Violent Crime Impact (VCIT) teams identify, target and arrest violent criminals to reduce the occurrence of homicide and firearm-related violent crime. These teams include federal agents as well as state and local law enforcement, and are currently deployed in 25 cities across the country.
- In addition to the VCIT initiative, ATF participates with state and local law enforcement and other federal agencies on 110 anti-gang task forces throughout the country.

#### **Drug Enforcement Administration Efforts**

- The DEA Mobile Enforcement Team (MET) Program responds to requests from state, local, and tribal law enforcement officials to help stem the rise in drug-related violence and methamphetamine trafficking. Often times, these MET deployments target violent gangs involved in drug trafficking activity, such as the Hell’s Angels, Latin Kings, Bloods, Crips, Mexican Mafia, and Gangster Disciples. There are currently 22 METs located throughout the United States and the Caribbean.

- In FY 2006, the METs initiated 30 deployments. Of these, 30 percent were gang related. Additionally, between FY 2005 and 2006, there was a 45 percent increase in the number of the DEA's active Priority Target Organization (PTO) cases that involved gangs.

### **Federal Bureau of Investigation Efforts**

- FBI-led Safe Streets Task Forces focus on dismantling organized gangs by addressing them as criminal enterprises. As of January 2007, the FBI operates more than 170 Task Forces (TFs) in its 56 field offices, including over 130 Safe Streets Task Forces (SSTFs) focused on violent gangs and over 30 SSTFs focused on violent crime.
- The FBI has launched a multi-agency MS-13 National Gang Task Force focused specifically on dismantling MS-13 by increasing the flow of information and intelligence, coordinating investigations, and helping local and state law enforcement more easily identify the gang in their areas.

### **Organized Crime Drug Enforcement Task Force (OCDETF)**

- The OCDETF program targets large, violent, national gangs involved in significant drug trafficking. The number of new gang-related OCDETF investigations increased 37 percent from FY 2005 to FY 2006.

### **U.S. Marshals Service**

- The U.S. Marshals Service (USMS) leads six Regional Fugitive Task Forces, as well as 86 district-based task forces across the country, forming the backbone of the USMS' fugitive apprehension efforts. The USMS investigative network extends to its three foreign field offices and its Regional Technical Operations Centers, which provide sophisticated electronic and air surveillance support in fugitive apprehensions on the federal, state and local levels. In FY 2006, Deputy U.S. Marshals and their task force partners apprehended over 88,100 fugitives. Over 1,690 of those fugitives were gang-related.
- In October 2006, Deputy United States Marshals teamed up with thousands of fellow federal, state and local law enforcement agencies to conduct the largest ever round up of fugitive sex-offenders and wanted gang members. Dubbed "Operation FALCON III" (Federal And Local Cops Organized Nationally), Deputy Marshals and their fellow task force members arrested 10,773 felony fugitives. This number includes 1,659 sex offenders and 364 gang members.

### **Prevention and Public Awareness**

- Over the past year, nearly all of the United States Attorneys have convened a Gang Prevention Summit, designed to explore additional opportunities in the area of gang prevention. The goal of the summits was to bring together law enforcement and community leaders to discuss best practices, identify gaps in services, and create a prevention plan to target at-risk youth within their individual communities. These summits have reached over

10,000 law enforcement officers, prosecutors, social service providers, prevention practitioners, and members of the faith-based community.

- In partnership with the Ad Council, the Department has created two new PSN public service announcements (PSAs) intended to educate youth about the perils of gun crime and the consequences of joining gangs. The announcements have been distributed to English and Spanish language radio stations nationwide and began airing in early July 2006.
- In addition to the existing anti-gang training and technical assistance provided by Department components, the Department has hosted two Gang Prevention webcasts that are accessible by the public. These webcasts share best practices in gang prevention; identify resources; support and complement the Attorney General's Anti-Gang Initiative; emphasize a community-based approach to gang prevention and the importance of collaboration; and assist the United States Attorneys in implementing their district-wide anti-gang strategies. The webcasts are available at [www.dojconnect.com](http://www.dojconnect.com).
- The Department provides funding for the Gang Resistance, Education and Training Program (GREAT) utilized in schools throughout the country. GREAT is a school-based, law enforcement officer-instructed curriculum. The program's primary objective is prevention and is intended as an immunization against delinquency, youth violence, and gang membership. GREAT lessons focus on providing life skills to students to help them avoid delinquent behavior and violence to solve problems. In FY 2006, the Department awarded \$15 million to over 140 GREAT sites in 36 states.
- The Department has long supported gang prevention activities such as the National Youth Gang Center, the Boys & Girls Clubs of America, and the Office of Juvenile Justice and Delinquency Prevention's Gang Reduction Program.
- In addition, the Department has developed a wealth of resources and community policing solutions to help law enforcement and communities address the problem of gangs. These resources include guides for police on topics such as graffiti, bullying in schools, gun violence among youthful offenders, and witness intimidation; comprehensive gang prevention model programs; quick reference cards for parents in English, Spanish, Vietnamese, and Hmong; multi-site evaluations of gang programs; innovations documents on network analysis and jail information-gathering; and a *Solutions to Address Gang Crime CD-ROM* available free to the public containing DOJ anti-gang related resources and tools.

###

07-020

**tampabay.com** Know it now.

## Man gets 50 years in gang killings

By COLLEEN JENKINS

Published September 26, 2006

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TAMPA - Circuit Judge J. Rogers Padgett sentenced Brian Joseph Lima to 50 years in prison Monday for two counts of manslaughter and seven counts of aggravated assault.

Authorities say the shootings were the climax of a feud between rival gangs. Lima was affiliated with the Bloods gang, according to authorities, while Michael Roberts and Sebastian Luengas ran with the TNC Boys, a group of young men in Town 'N Country. Families of all three young men denied they belonged to gangs.

The families of Roberts and Luengas begged for a harsh sentence Monday morning.

"I can't understand why a young man can have so much hate in his heart," Angelica Luengas told the judge through an interpreter.

"Anybody who would shoot somebody in the back doesn't deserve to be on the street to do this to another family" Cathy Roberts said, sobbing.

Lima's family said they understood the sorrow but not the words used to describe Lima, who they said was a bright and gentle person, even a member of the National Honor Society in high school.

"I do believe that my son acted in self-defense that night," said Lima's mother, Cynthia Johnson.

Her son, 19, had no prior arrests. Roberts, 20, and Luengas, 16, both had criminal histories; Luengas faced a drug trafficking charge punishable by life in prison at the time of his death.

During Lima's trial last month, prosecutors described a night that began with a carload of Bloods beckoning the TNC Boys to come to their neighborhood for a fight. Roberts fired a gun in the air.

The TNC Boys then drove to Freddie Vasquez Jr.'s house, where Lima was living. They threw rocks and bricks at the home.

Lima and his attorney, Kenneth Littman, said Lima thought he heard a gun fired in his direction. He and Vasquez fired warning shots from 12-gauge shotguns in self-defense, they said. Vasquez also was charged in the incident but has not yet gone to trial.

Lima could have been sentenced to up to 80 years in prison.

Colleen Jenkins can be reached at 813 226-3337 or [cjenkins@sptimes.com](mailto:cjenkins@sptimes.com).

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## Deputies Say Gang Member Abused Animals



Peter Masa / News Channel 8

By Josh Poltilove of The Tampa Tribune

Published: October 9, 2007

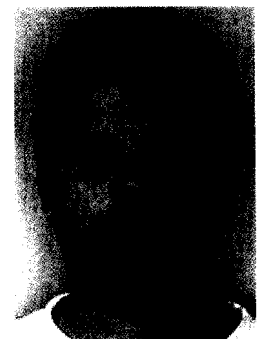
TAMPA - A Latin Kings gang member failed to provide proper shelter to several dogs and birds, causing them to live in their own waste, investigators say.

Carlos Ruben Rodriguez, 24, of Tampa, was arrested Monday.

Investigators from the Hillsborough County Sheriff's Office and Hillsborough County Animal Services entered his home on a search warrant. Four dogs were found living in their own waste, and two birds were living in a cage overflowing with waste, an arrest affidavit shows.

Investigators discovered two dogs confined in a cage with excess fecal matter, and "a deceased opossum was rotting in the dogs water bowl, infested with maggots and blowflies," the affidavit states. "These two dogs displayed open and infected wounds from fighting over food provided on an inconsistent basis."

A brown pit bull named Sasha was emaciated, according to the affidavit.



**Carlos Rodriguez**

Rodriguez faces two felony counts of animal cruelty and eight misdemeanor counts of confining animals without food and water.

He also was charged with a felony count of trafficking cocaine after investigators discovered 28.2 grams of powder cocaine packaged for sale, the affidavit states.

Rodriguez remains in Orient Road Jail with no bail set.

Reporter Josh Poltilove can be reached at [jpoltlove@tampatrib.com](mailto:jpoltlove@tampatrib.com) or (813) 259-7691. Follow crime throughout the day at Keyword: Crime Blog.

# Plant City Police Department



## Plant City Police Department Press Release Page

P  
R

Incident Title: BURGLARY  
Incident Date: 08/11/2007

Case Number: 0708-2094  
Released by: SGT CURTIS WILLIAMS

### Summary:

On August 11, 2007, Plant City Police Department officers responded to 1 Sammonds Road. (United Food Store), in reference to a burglary alarm.

Upon Arrival to the scene officers observed a front window to the business out. Officers secured the scene at which time a male subject appeared inside the business. The subject was quickly apprehended without further incident. It was revealed the suspect was attempting to steal beer from the business.

The suspect was identified as Roberto Miguel Martin 12/01/1987 of 1701 W Washington St. Anyone with information on crime is encouraged to contact City Police Department at (813) 757-9200.



## Woman shot, killed at Brandon nightclub

Brandon, Florida -- Hillsborough County deputies are investigating an early morning shooting at Club Fluid on Town Center Boulevard and Providence. Deputies say 36 year old Karen Williams of Riverview was shot and killed inside the club.

They are now searching for a man who they say started shooting inside the club.

Deputies say a fight broke out at the club and Williams was just an innocent bystander when she was shot.

Deputies say they have a good idea of who they are looking for. It's a 36-year old black man who goes by the name "TY". He is described as having a fat build. Six foot three, 300 pounds and short hair. He fled on foot.

Authorities tell 10News they have responded to Club Fluid 27 times in the past six months.

They believe there were about 150 people in the club when the suspect opened fire. No one else was hurt.

Meanwhile a deputy who was in the area of the shooting was involved in a crash at US 301 and Adamo. No word on the deputy's condition, but EMS was called to the scene.



**Tampa Bay's 10 News**



## Sheriff's Office Identifies Man Slain By Deputy

TBO staff

Published: October 2, 2007

[Video From The Scene](#)

Authorities have released the name of the 19-year-old who was shot dead Monday night in Plant City by an undercover Hillsborough County deputy.

Dwight Leodis Kitchen, of 901 W. Renfroe St., Plant City, was shot by an undercover deputy who was serving an arrest warrant on another teen wanted for dealing in stolen property, sheriff's spokeswoman Debbie Carter said.

Leodis is a "**certified Black Mob gang member**," she said.

The sheriff's office declined to release the names of the deputies involved because they are undercover.

Carter gave this account of the shooting:

At 10:40 p.m., deputies went to 750 Charlie Taylor Road to arrest a resident of the home, Cameron "Killer" Porter, 19. As they waited, a vehicle pulled into the driveway and Porter jumped out and went into the home.

Deputies went into the home and arrested Porter without incident, seizing cocaine and a shotgun investigators think was stolen, she said.

Carter said Porter also was identified as a member of the Black Mob gang, although he is white.

As deputies were leaving the home, Derrick Spangler, 20, of 2004 Grandview Ave., Plant City, got out of the car to run away, but he was caught by deputies.

Two deputies approached the car in the driveway. One walked to the driver's side door, which was open, Carter said.

Kitchen was in the passenger seat and dove to the floorboard. He put the car in reverse and hit the accelerator with his hands. The car brushed one deputy's leg and ran over his foot. The car then smashed into another undercover deputy's vehicle, and the deputy dove behind a fence and got behind a tree for cover.

Kitchen climbed into the driver's seat, put the car in drive and drove forward toward other deputies. The deputy who dove out of the way then opened fire.

The car clipped a utility pole, hit some bushes and came to a stop when it rammed a tree 150 yards away.

The deputy who fired the gun was placed on administrative leave with pay pending the outcome of a review, Carter said. He did not require medical attention.

Porter was charged with trafficking in cocaine, possession of drug paraphernalia, possession of marijuana, grand theft of a firearm and dealing in stolen property. He also was charged with violating probation in connection with drug convictions.

Porter remains in Orient Road Jail. No bail was set.

Spangler was charged with obstruction and remains in jail. His bail was set at \$500.

*Detective Marc A. Wilder*  
Hillsborough County Sheriff's Office  
Gang Enforcement Section / SID  
247-8710 - Office  
625-5741 - Cell



# Hillsborough County Sheriff's Office News Release

P.O. Box 3371 \* Tampa \* FL \* 33601



# Hillsborough County Sheriff's Office News Release

P.O. Box 3371 \* Tampa \* FL \* 33601

News Releases are to be used for informational purposes only.  
Information provided should not be relied upon for any type of legal action.

Release Number: 07-416 (b)  
Public Information Office  
Debbie Carter: dcarter@hcsa.tampa.fl.us

For Immediate Release  
September 7, 2007  
(813) 247-8060

## Who:

Update: September 7, 2007 at 2:30 p.m.  
The two individuals that were detained by detectives have been arrested on unrelated charges.

Dannon R. Wilson, DOB 1-27-85  
Address: At large  
Charges: Fleeing to Elude  
Reckless Driving  
Attempted First Degree Murder (warrant in reference to an incident on July 8, 2007).

Artavis Devon Dawkins, DOB 12-30-84  
1502 138<sup>th</sup> Avenue East, #7  
Tampa  
Charges: Possession of Marijuana  
Resist arrest without violence

Dannon Wilson was driving a green 1996 Chevrolet Caprice on E. Fletcher avenue at Bruce B. Downs Blvd. when deputies were alerted reference the shooting at the Marathon Key apartments. Deputies activated emergency lights and Wilson fled into Square Plaza apartment at 12708 Bruce B. Downs Blvd. The driver sped up and fled recklessly through the apartment complex. The vehicle crashed into a parked vehicle in the parking lot of the complex and the occupants fled from the vehicle. Wilson was arrested without incident.

Wilson had an outstanding warrant for Attempted First Degree Murder in connection with a shooting that occurred on July 8, 2007 at the same apartment complex – 1416 Marathon Key Drive involving the same victim – Jerry Burton. On July 8, 2007 at approximately 11:25 p.m., Burton was involved in an altercation with unknown

**suspects within the complex. There were several shots fired, one of which hit Burton in the leg. Burton was transported to Tampa General Hospital.**

**Artavis Dawkins was seen fleeing the area of the shooting scene at the Marathon Key apartment jumping over a fence. Deputies detained him and he was found to be in possession of marijuana.**

Victim:  
Jerry L. Burton, DOB 9-4-70  
1416 Marathon Key  
Apt. 203  
Tampa

**What:** Homicide  
**When:** September 7, 2007 at 12:39 a.m.  
**Where:** Marathon Key Apartments

131<sup>st</sup> and 15th

**Why/How:** At approximately 12:39 a.m. Hillsborough County Sheriff's Office responded to the Marathon Key Apartments in reference to a shooting. The victim was in the courtyard of the apartment complex when he was approached by the suspect or suspects. According to witnesses several shots were fired and two black males were seen leaving the area.

A witness saw the suspect's vehicle fleeing the apartment complex and followed the vehicle while providing deputies with the location of travel. Deputies stopped the vehicle in the area of Fletcher avenue and Bruce B. Downs Blvd. were the suspects bailed out the vehicle and fled on foot.

At this time, deputies have 2 individuals in custody conducting interviews and are looking for a possible third individual described as black male wearing dark clothing.

The victim, Jerry Burton was transported to University Community hospital where he expired.

# # # # #



## Tampa Man Fatally Shot Sitting In Apartment Complex Courtyard

By MIKE WELLS, The Tampa Tribune

Published: September 8, 2007

TAMPA - A 37-year-old man died and two men seen leaving the scene were arrested Friday - but not in connection with the death, officials said. One of the men is suspected of trying to kill him once before.

Jerry L. Burton was fatally shot early Friday while sitting in his apartment complex courtyard, the Hillsborough County Sheriff's Office said. Burton, of 1416 Marathon Key, was pronounced dead at University Community Hospital.

Dannon Wilson, 22, and Artavis Devon Dawkins, 22, of Tampa, were arrested on unrelated charges, sheriff's spokeswoman Debbie Carter said. Wilson was being held without bail Friday night at Orient Road Jail. Dawkins was released Friday afternoon after posting \$1,000 bail.

A witness told deputies two men drove away from the Marathon Key Apartments, near 131st Avenue and 15th Street, after shots were fired.

Wilson was driving a green 1996 Chevrolet Caprice on East Fletcher Avenue at Bruce B. Downs Boulevard when deputies were alerted to the shooting. Deputies turned on their emergency lights and Wilson drove into a parking lot at 12708 Bruce B. Downs Blvd.

The car then crashed into a parked car. As the men got out they were arrested without further incident, Carter said.

Wilson was arrested on an outstanding warrant for attempted murder in the first degree in connection with a shooting July 8 at the same apartment complex involving Burton, Carter said. In that incident, Burton was shot in the leg and treated at Tampa General Hospital.

Dawkins was found in possession of marijuana and faces a drug charge, she said.

Anyone with information is asked to call the sheriff's office at (813) 247-8200 or Crime Stoppers at 1-800-873-8477.

Reporter Mike Wells can be reached at (813) 259-7839 or mwells@tampatrib.com.

### Post a comment

**[metro]**

News from your community

## State Attorney Fights Cuts

**He says a 15 percent budget holdback puts public safety at risk.**

By **WILLIAM MARCH**  
wmarch@tampatrib.com

**TALLAHASSEE** — Hillsborough County State Attorney Mark Ober was in the state Capitol on Wednesday making a plea for money in a place where it's in short supply.

State budget cuts have created a threat to public safety by leaving prosecutors' offices underfunded, Ober said.

He is worried about Gov. Charlie Crist's decision to hold back 15 percent of state agencies' budgets for the three months ending in June.

Crist announced that holdback two weeks ago. He said it was a precaution in case state revenue for the rest of the fiscal year, which ends in June, falls short of predictions.

But Ober described it a different way. "As we have clung to the cliff by our fingernails,

this 15 percent cut is the boot stomping on our hands," he said in a letter last week to Crist and legislative leaders.

Ober wrote the letter on behalf of Florida's 20 state attorneys, as president of the Florida Prosecuting Attorneys Association.

Accompanied by top staff, he walked the halls of the Capitol Wednesday talking to legislators about what he said was the effect of the cuts:

- His office has 64 vacant positions in a normal complement of 351 prosecutors, investigators and support staff.

- Caseloads have reached about 500 each in the misdemeanor section and 250 to 350 in the felony section — roughly twice what Ober said national district attorneys' associations recommend.

- The holdback cost his office \$703,000 out of an annual budget of about \$21 million.

- Pay for employees has been frozen for three years except for promotions.

Ober said prosecutors have become the bottleneck in the flow of cases in the criminal justice system.

But in the same Capitol hallways were schoolchildren carrying signs saying, "No more cuts to education," displays pleading with lawmakers not to cut money for abused children, and advocates for health care and the disabled.

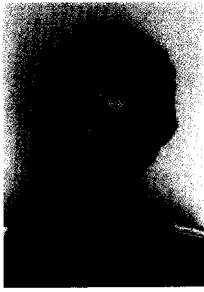
Meanwhile, legislators are looking at a massive budget deficit and political pressure not to raise taxes.

Asked about the other worthy causes, Ober pointed to his letter, which called public safety "the highest duty and obligation of our government."

Crist said he agreed that public safety is one of government's highest duties and likely would be first in line to have the holdback money restored.

*Reporter Catherine Dolinski contributed to this report. Reporter William March can be reached at (813) 259-7761.*

## **Surgery tool was weapon in Tampa robbery**



TAMPA -- A 20-year-old Tampa man was arrested Tuesday night after police said he stabbed and robbed someone with a surgical tool.

It happened at 11001 15th St. N around 10:30 p.m., according to the Tampa Police Department. Mark M. Woods of 1401 Chilkoot Ave. (pictured) was charged with three counts of robbery and one count of aggravated battery after police said he severely injured someone he was trying to rob by repeatedly stabbing him. Woods told Tampa police he was a "Crip" gang member.

He was taken to the Hillsborough County Jail, where he remains on bail of \$30,000.

*Kim Wilmath, Times staff writer*

Posted by tampabaycom at 8:42:58 AM on October



# **Florida Gang Reduction Strategy 2008 - 2012**

**Office of the Attorney General  
Bill McCollum**



# STATE OF FLORIDA

**BILL MCCOLLUM**  
ATTORNEY GENERAL

Dear Fellow Citizens:

The increase in gang activity in the State of Florida over the last several years has been alarming, posing a serious threat to the safety and well being of our families and communities.

In October, 2007, I announced a collaborative effort initiated by our agency to develop a Statewide Gang Reduction Strategy. In conjunction with that initiative, an Executive Group comprised of the heads of all state agencies with responsibilities for law enforcement, children and state law enforcement associations came together to formulate this strategy. In December, 2007, our office hosted a two-day Gang Reduction Strategy Summit for community leaders, prevention/intervention organizations and law enforcement heads to work on this strategy here at the Capitol in Tallahassee.

The goal in bringing together this Executive Group and hosting the Summit was to combine the many great resources of talented experts in order to develop a thoughtful and deliberative Statewide Gang Reduction Strategy. The long-range plan was to produce a comprehensive outline to include efforts to educate youth, make prevention/intervention more effective, improve law enforcement, address re-entry issues and dramatically reduce gang membership and gang-related activities throughout Florida.

Through our combined efforts, we have put together a strategy that can be implemented in our communities through all areas of state and local law enforcement, education and intervention/prevention resources. I am pleased to share this information with you and look forward to continuing our work to protect our state from the threat of gangs and gang violence. Together, we can reach our mutual goal of suppressing and deterring future gang activity.

Thank you for supporting our efforts as we continue to develop programs and resources to help combat this growing threat in our endeavor to make Florida a safer place for our families.

A handwritten signature in black ink, appearing to read "Bill McCollum".

Bill McCollum  
Attorney General



# Executive Summary

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## Introduction and Executive Summary

Criminal gangs steal and destroy property, sell drugs to our children and commit acts of violence and brutality that threaten the safety and security of our citizens. The number of gangs and gang members has been growing steadily in Florida for years. For far too long efforts to address gang problems in Florida have been left to local law enforcement and community leaders with minimal federal and state support and no statewide strategy.

In the summer of 2007, at the request of the Attorney General, the heads of affected state agencies and law enforcement associations gathered to address this issue and formulate a statewide strategy to combat gangs. Those participating in this executive group were:

The Attorney General; Secretary of the Florida Department of Corrections; Executive Director of the Florida Department of Law Enforcement; Secretary of the Florida Department of Juvenile Justice; Secretary of the Florida Department of Children and Families; Commissioner of the Florida Department of Education; Director of the Florida Office of Drug Control; Director of the Florida Highway Patrol; President of the Florida Sheriffs Association; President of the Florida Police Chiefs Association; and President of the Florida Prosecuting Attorneys Association.

In December 2007, at the suggestion of this executive group, the Office of the Attorney General convened a summit of interested community leaders from around the state to help develop a statewide strategy. This document is the product of the efforts of the executive group and the participants in this summit.

The mission of the Florida Gang Reduction Strategy is to increase the safety of the citizens of Florida by empowering Florida's youth to reject criminal gangs as a viable option and by substantially reducing gang-related crime and violence in Florida.

The goals to accomplish this mission are:

1. Stop the growth of criminal gangs in Florida
2. Reduce the number of gangs and gang members
3. Render gangs ineffectual

To meet these goals and accomplish the mission the strategy is built on three pillars:

- Prevention/Intervention
- Law Enforcement
- Rehabilitation and Re-entry

The key to the success of the strategy is coordination and cooperation among federal, state and local governments, law enforcement, elected officials, community leaders and the business community. In order to empower Florida's youth to reject criminal gangs as a viable option a coordinated and cooperative effort of all parties must be focused on the same basic objectives.

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## **Prevention/Intervention Objectives:**

- Objective 1: Expose Florida's gangs and their activities for their violent and destructive reality.
- Objective 2: Educate youth, parents and other mentoring adults to help Florida's youth reject gang involvement.
- Objective 3: Mobilize communities to repel gang appeal to Florida's youth.
- Objective 4: Provide effective prevention/intervention programs for those youth who are the most likely targets of gang recruitment and identified young gang members.
- Objective 5: Encourage and assist the creation of positive extracurricular activities and workforce development programs for Florida's at-risk youth.
- Objective 6: Support existing and new community groups/coalitions that take a stand against criminal gangs.

The strategy recommends that in addition to local gang prevention/intervention coalitions there be the formation of regional gang prevention/intervention and suppression task forces to share information and coordinate efforts at both the prevention/intervention and law enforcement level. Members of these regional gang task forces should include representatives of federal, state and local law enforcement, prosecutors, public defenders, the judiciary, juvenile justice, schools, area prevention/intervention programs, local government, and religious and community leaders.

## **Law Enforcement Objectives:**

- Objective 1: Compile a statewide priority list and target every major criminal gang in Florida for dismantling by arresting and prosecuting gang leaders and key gang members.
- Objective 2: Identify and target for arrest and prosecution all gang kingpins in Florida and seek life imprisonment sentences.
- Objective 3: Prioritize the prosecution of gun crimes related to gangs and gang members and target for prosecution those who provide guns to juvenile gang members ineligible to own or possess a gun.
- Objective 4: In areas of intense gang activity, build community policing, remove firearms from low to mid-level gang members and use injunctive powers to prohibit gang members from gathering.
- Objective 5: Improve intelligence gathering and information sharing on gangs and gang members and their activities among and between federal, state and local law enforcement, prosecuting authorities, schools and Juvenile Justice, Corrections, and Children and Families officials.
- Objective 6: Strengthen gang law enforcement and prosecution with more uniform, specialized training and designate one Assistant State Attorney in each judicial circuit whose sole, full-time responsibility is to prosecute and manage the prosecution of gangs, gang members and gang related crimes.
- Objective 7: Coordinate federal, state and local law enforcement/prosecution efforts toward the common objective of combating gang activity in Florida including setting priorities and targeting certain gangs, gang activities and gang related prosecutions all over Florida.

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## Rehabilitation and Re-entry Objectives:

- Objective 1: Expand opportunities for criminal gang members in state or county correctional systems to participate in prison industry programs, educational programs, faith and character-based programs, drug treatment/rehabilitation programs and all other programs designed to rehabilitate offenders or assist offenders in preparing for re-entry into society upon completion of their sentences.
- Objective 2: Develop and implement specialized, individualized counseling and mentoring focused on motivating criminal gang members in state or county correctional systems to gain educational, vocational or job training, social skills, and lifestyle interests and habits that will turn offenders away from gang membership/participation and toward becoming productive members of society when released.
- Objective 3: Provide job placement for criminal gang members in state or county correctional systems upon release and provide a counselor/mentor for each such released offender to give guidance, assist with acquiring and keeping a job, educational advancement, and building positive relationships outside of gangs for a period of five years after release.
- Objective 4: Require all identified criminal gang members in state or county correctional systems, upon release, to register with an identified state office and keep their address, contact information and job status current for ten years after release and require such released offender to report in person for counseling to a counselor/mentor at least quarterly for the first five years after release.
- Objective 5: Train and qualify the necessary number of counselors/mentors/teachers to accomplish the individualized goals of gang member rehabilitation and re-entry from state or county correctional systems.

The Florida Gang Reduction Strategy requires the collection and regular maintenance of solid data on gangs, gang members, prevention/intervention programs and monitoring and coordination of activities and initiatives designed to implement and effectuate the mission, goals and objectives of the strategy. The Florida Department of Law Enforcement (FDLE), The Florida Department of Corrections, The Florida Department of Education, The Florida Department of Children and Families, Florida Department of Juvenile Justice, and many sheriffs' offices and police departments collect some data on gangs, gang members and gang activities. Unfortunately, this data is incomplete and to date there has been no comprehensive collation of data from these various sources into a usable form. There is a need to formulate a method whereby the data collected by these various agencies can be pooled to facilitate the objectives of this strategy. Similarly, the development of a statewide repository of resources with respect to prevention/intervention programs for at-risk youth or community/non-profit programs targeted at youth likely to be recruited into gangs would be beneficial to the furtherance of the strategy.

The 2007 FDLE survey of law enforcement and school resource officers shows that there are at least 1,500 gangs and over 65,000 gang members in Florida. According to Department of Corrections' officials, an analysis of inmate population indicates that all 67 Florida counties have gang

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member representation in the prison system. Therefore the need for a statewide comprehensive database is critical to the success of the strategy. The current “FDLE Gang Database” program was established following an earlier recommendation of a statewide grand jury and is designed to capture information voluntarily submitted by local law enforcement on gangs and gang members. However, based upon reports from local agency officials, the majority of Florida’s law enforcement agencies are not using the state system for various reasons. The most common reason stated is the lack of interfaces that would allow this data to be electronically uploaded from their Records Management Systems (RMS) to the FDLE system, thus eliminating the need for duplicate entries into two systems. Chiefs and Sheriffs clearly indicate that they do not have the time, staff or desire to enter the data twice.

To implement the Florida Gang Reduction Strategy it will be necessary to create and maintain a group or body with a centralized office in the state to collect and collate data from all sources. This group will also coordinate and direct, where appropriate, federal, state and local actions for all three pillars of the strategy and measure success. For this purpose it was recommended that there be created a Coordinating Council on Gang Reduction Strategies to be chaired by the Attorney General and comprised of the heads of the following agencies: Commissioner of the Florida Department of Education, Executive Director of the Florida Department of Law Enforcement, Secretary of the Florida Department of Corrections, Secretary of the Florida Department of Juvenile Justice, Secretary of the Florida Department of Children and Families, Director of the Florida Office of Drug Control, Director of the Florida Highway Patrol, President of the Florida Sheriffs Association, President of the Florida Police Chiefs Association and President of the Florida Association of Prosecuting Attorneys.

Under this plan the Office of the Attorney General and the Coordinating Council would be responsible for coordinating, implementing, and measuring the progress of the Florida Gang Reduction Strategy. The Office of the Attorney General and the Coordinating Council would seek the steadfast synchronization of gang reduction efforts throughout the state, building task forces, creating coalitions and assuring the flow of shared information and intelligence on gangs, gang members and progress on prevention/intervention and prisoner re-entry programs. It is anticipated that from time to time the Attorney General and the Coordinating Council will make recommendations to the Legislature and the Governor to further efforts in implementing the Gang Reduction Strategy. It is also anticipated that there would be periodic summits in the various areas of the state to bring together community leaders to counsel on ways the strategy can be improved or the implementation furthered. These summits would be arranged and directed by the Attorney General and the Coordinating Council.

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# Background: Extent of the Problem

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## Progression of Criminal Gangs in America

Criminal gangs have been prevalent in America since its beginning. The drastic changes that occurred with American lifestyles during the Industrial Revolution gave rise to the modern American gang. Notably, there was a high concentration of criminal gangs in 19th century New York City. The Five Points, a center of ethnic conflict in what is present day Manhattan, was a neighborhood where gangs with strong ethnic identities could grow and operate. Irish gangs had a solid hold on the Five Points, but gangs based on Polish, Italian and other ethnicities were also common.<sup>1</sup>

The behaviors of the criminal gangs of that era were similar to the gangs we face in our communities today. Gangs fought over territory, robbed and mugged people and sometimes united to fight against gangs from other areas. Then, as now, their affects on the neighborhoods they touched were devastating.

During the 20th century America experienced a gradual increase in criminal gang activity. Throughout the 1950s and '60s, most criminal gangs were based in large metropolitan cities. Subsidiary gangs would be located outside the city in small suburban towns, while the development of an efficient road system and increasing high-speed transport availability assisted criminal gangs in their illegal activities.<sup>2</sup> As the highway system matured and suburban-America grew, criminal gangs were able to expand their activities into communities remote from larger metropolitan cities. Over time, gangs adapted to the advances of law enforcement and adopted sophisticated technology and organizational techniques to become more efficient in their illegal behavior. Consequently, criminal gangs used their efficiencies to increase the destruction they inflicted on commu-

nities and increased their profits by controlling a larger market in illegitimate businesses, especially in the distribution of illegal drugs.

## The Growth of Youth Gangs

As stated in a 2001 report from the Office of Juvenile Justice and Delinquency Prevention, "youth gang problems in the United States grew dramatically between the 1970s and the 1990s, with the prevalence of gangs reaching unprecedented levels." Between 1970 and 1995 the number of cities reporting gang problems had increased seven fold.<sup>3</sup> Moreover, the number of counties reporting gang problems in 1995 was 10 times the number of counties reporting gang problems in 1970.<sup>4</sup> Nationwide, the last quarter of the twentieth century saw a significant and growing domestic crime problem fed by gang activity. Florida, in particular, saw a disproportionate increase in the number of youth gang members.

The number of Florida counties reporting gang problems rose 23 percent between 1970 and 1995.<sup>5</sup> This upsurge vaulted Florida to a ranking of 4th in the nation among cities reporting youth gang problems.<sup>6</sup> Within a quarter of a century, youth gangs had become a significant part of the gang threat to the public safety within Florida.

## Criminal Gangs in Florida

Most gang activity in Florida appears to be centered in the Central, West and South Florida regions. Over the past three years Florida has seen a significant increase in crimes committed by gang members in smaller sized cities like Panama City, Marianna, Greensboro, Quincy, and Tallahassee. An assessment prepared by the Florida Department of Law Enforcement (FDLE) in November 1991 indicated that there were more than 10,000 documented gang members and associates and over 159 identified gangs in Florida.<sup>7</sup>



Since the 1991 assessment, the number of gangs and gang members in Florida is continuing to grow. In October 2007, FDLE completed a statewide survey of law enforcement agencies, corrections and juvenile justice facilities and prosecutors in an effort to develop a thorough understanding of the scope of the criminal gang problem in Florida. Law enforcement reported increases in gang-related activity over the past 6 to 12 months, and approximately 1,500 criminal gangs with over 65,000 members were identified by survey respondents.<sup>8</sup> The number of crimes committed by gang members continues to expand, as well. The number of felony convictions for gang members rose from 2,759 in FY 04-05 to 4,447 in FY 06-07. This represents an increase of 61 percent in crimes committed by gang members in Florida over the past three years.<sup>9</sup> This increasing gang presence is not just a Florida phenomenon, but a nationwide problem. According to the National Alliance of Gang Investigators Association there are at least 21,500 gangs and more than 731,000 active gang members in the United States (excluding prison gangs, and motorcycle gangs.)<sup>10</sup>

## Addressing the Problem

Criminal gangs pose a significant and growing threat to the safety and security of the citizens of Florida. If not stopped or reversed, this growing activity will translate into a much larger threat

### Top 10 Factors Identified as Contributing to Violent Crime

<i>Factors Contributing to Violent Crime</i>	<i>Percent of Agencies Identifying this as a Problem</i>
Gangs	77%
Juvenile/Youth Crime	74
Impulsive Violence/"Disrespect" Issues	66
Economy/Poverty/Unemployment	63
Release of Offenders from Correctional Institutions Back into the Community	63
Cocaine	61
Poor Parenting	58
Increased Availability of Guns	56
Methamphetamines	38
Insufficient Prison/Jail Space	38

Source: Police Executive Research Forum 2007 National Survey, *Violent Crime in America: The Tale of Two Cities*

for Florida in the years to come. Our state must acknowledge the threat and take concerted action to address this danger to ensure the safety of its citizens. The ability of criminal gangs to recruit and grow is not isolated to the poor or urban sections of Florida. Nor are the adverse effects of gang-related crime unique to a single demographic or race. The damage done by gang activity has spread throughout our communities and across all demographic and social economic lines. The tragedy of an innocent life lost to gang violence is mourned well beyond the individual afflicted family.

Despite increasing evidence of gang crime and violence throughout Florida, some communities continue to deny the

obvious gang presence in their neighborhoods, a phenomenon reflected nationwide. Citizen pride regarding their towns and communities, as well as concerns for commercial and financial interests leads to a reluctance to admit to gang problems. Denying the problem leaves it to fester, thus allowing the gangs to thrive amidst community indifference. In order to combat the crime and devastation brought on by criminal gangs, communities must first recognize when gangs have gained a foothold in their neighborhoods. The success of gang reduction strategies will only be recognized when law enforcement, school officials, community leaders, business owners and local citizens collectively conduct a thorough and accurate analysis of the situation in their communities and when a gang presence is discovered,

acknowledge the true nature of a gang presence in their community.

## Risk Factors

### *The Personal Cost of Joining a Gang*

Joining a gang is quite costly to the individual. In a study of the economics of drug selling within a well organized gang, active gang members over a four-year period had roughly a 25% chance of dying.<sup>11</sup> If the gang member managed to cheat death, he or she would still likely experience two nonfatal injuries and be arrested almost six times.<sup>12</sup> In return for their risky activities, the gang member earns far less than what the “job duties” entail.

Many who join a gang fail to achieve a high school diploma, substantially reducing life-long earnings potential.<sup>13</sup> As a result, the low-level

gang member earns only a third of those with a high school diploma.<sup>14</sup> Even worse, low-level gang members make half the amount of those earning a legitimate wage without a high school education. Unfortunately, many of those who join gangs do not weigh the small gains attained through gang involvement with the large, detrimental and dangerous consequences that gang membership brings.

### *The Cost of Criminal Gangs*

The cost to Florida for gang-related crime is staggering. The operating costs to manage the facilities incarcerating the over 4,400 identified gang members in prison exceed \$130 million. Identified gang members on state probation cost the criminal justice system another \$2 million per year. All together, convicted gang members cost Florida’s taxpayers more than \$132 million a year.<sup>15</sup>

## Programs/Policies Implemented in Response to Violent Crime

<i>Programs/Policies Implemented in Response to Increase in Violent Crime</i>	<i>Percent of Agencies Implementing Program/Policy</i>
Hot Spots Enforcement	63%
Community-Oriented Initiative	44
Problem-Solving Policing	37
Cooperation with Other Departments (e.g., drug task forces)	37
Gang Suppression (enforcement)	37
Shifts in Police Resources (moving desk officers to patrol, or reassigning employees based on changes in crime)	28
Drug Enforcement, Such as Crackdowns on Open-air Drug Markets	23
Targeting for Enforcement of Repeat Offenders	22
Hiring/Recruiting More Officers	20
Federal Grant Programs (Weed & Seed, Project Safe Neighborhoods)	17
Technology (cameras, radios, computer systems, CEDs)	15
School Resource Officers	12
“Zero Tolerance” of Low-Level Disorder Policies	12
Juvenile Crime Programs	10
Creation of a Gang Unit	9

Source: Police Executive Research Forum 2007 National Survey, *Violent Crime in America: The Tale of Two Cities*

## A Parent's Quick Reference Card

### Recognizing and Preventing Gang Involvement

This quick reference guide provides common warning signs of gang involvement, but may not be all-encompassing. Parents should look for multiple signs to indicate possible gang involvement because some of these indicators alone, such as clothes or musical preferences, are also common among youth not involved in gangs. Parents are encouraged to familiarize themselves with local gang symbols, seek help early, and consider contacting school personnel, local law enforcement, faith leaders, and community organizations for additional assistance.

### Warning Signs That Your Child May Be Involved with a Gang

- Admits to "hanging out" with kids in gangs
- Shows an unusual interest in one or two particular colors of clothing or a particular logo
- Has an unusual interest in gangster-influenced music, videos, movies, or websites.
- Uses unusual hand signals to communicate with friends
- Has specific drawings or gang symbols on school books, clothes, walls, or tattoos
- Comes home with unexplained physical injuries (fighting-related bruises, injuries to hand/knuckles)
- Has unexplained cash or goods, such as clothing or jewelry
- Carries a weapon
- Has been in trouble with the police
- Exhibits negative changes in behavior such as:
  - \* Withdrawing from family
  - \* Declining school attendance, performance, behavior
  - \* Staying out late without reason
  - \* Displaying an unusual desire for secrecy
  - \* Exhibiting signs of drug use
  - \* Breaking rules consistently
  - \* Speaking in gang-style slang

While the cost of incarceration is significant, the costs gangs have on the juvenile justice system, county jail systems, and courts create an even bigger financial burden on Florida's taxpayers. Moreover, the negative impact of gang-related activity affects Florida's economy. The revenue generated to run government in Florida is fueled largely by the many tourists who visit. Increas-

ing gang activity in our state will most likely discourage tourists from coming to Florida and the economic results could be devastating. The human cost, above all, is the most expensive bill Florida citizens bear. Victimization through personal injury, property crimes, and the ancillary effects of gangs perpetuating the illicit drug market impacts the safety and quality of life for our communities. Gangs cast a shadow of crime over the Sunshine State and represent a major threat to Florida's way of life. There is no doubt that this danger is a growing reality and one that Florida must strive to eliminate.

### Individual Risk and Protective Factors

Individual risk factors are personality traits and behaviors that may increase the likelihood that a youth will join a gang. Several studies have noted a few consistent individual risk factors specific to joining a gang. They include: general delinquency, antisocial beliefs, alcohol and drug use, and a propensity toward violence.<sup>16</sup> Lowering the individual risk factors that youth deal with can be daunting, but can be accomplished by decreasing the number of risks youth are exposed to in their neighborhood.

A young person's proclivity to use aggression when confronted with problems in their personal life, or a fatalistic view of the world, are examples of individual factors that need to be addressed to limit the chances for those to expand into larger risks. If those individual risk factors are not tended to, youth will become exposed to additional hazards of substance abuse, illegal gun ownership and early sexual activity. All are threats that will lead to a higher probability of criminal gang activity for youth.

The individual risks that youth face may lead to gang involvement. By confronting the individual risks and lowering their influence on youth, the individual may have a greater chance of mitigating any additional risk factors of their family, school and peers. Individual protective factors that have successfully decreased risk factors include a sense of purpose, a belief in a positive future, commitment to education,

ability to act independently (not easily succumb to peer pressure), and a sense of control over one's environment. Ability for empathy, skills in conflict resolution and critical thinking are additional characteristics that build resiliency to risk behaviors in youth. These critically important protective factors are fostered through other areas of influence in a youth's life such as family, schools and communities.

### ***Family Risk and Protective Factors***

The family is the first line of defense in identifying the signs of gang activity. Family dysfunction and lack of parental guidance can play a significant role in increasing the risk of youth joining a criminal gang. The guidance of strong family role models can decrease the chances of a young person engaging in criminal gang activities. The individual risks can be reduced with family guidance from parents, grandparents, other respected and responsible family members or legal guardians who reinforce the belief that joining a gang is not a viable option.

A household that fosters a permissive attitude toward alcohol, drugs and violence is more likely to lead to youth gang activity. An important factor in positively nurturing children has been determined to be the number of times a week the child spends quality time interacting with the family. The correlation is one to one. The more times per week, the better the overall behavior of the youth; the fewer times, the worse the behavior of the youth.<sup>17</sup>

Successful preventive programs will seek to engage and inform families of the dangers of criminal gang activity. Information and resource guides will be made available through several different prevention organizations. The literature provided to families will support a variety of practices that can assist their efforts in preventing gang involvement. Without a positive family role model, the remaining risk factors will only be compounded, making prevention an increasingly arduous task.

## **What Parents Can Do to Prevent Gang Involvement**

- Spend quality time with your child
- Get involved in your child's school activities
- Be a positive role model and set the right example
- Know your child's friends and their families
- Encourage good study habits
- Teach your child how to cope with peer pressure
- Help your child develop good conflict/resolution skills (See [www.safeyouth.org/scripts/teens/conflict.asp](http://www.safeyouth.org/scripts/teens/conflict.asp))
- Encourage your child to participate in positive afterschool activities with adult supervision (recreation centers, organized sports, youth groups)
- Take action in your neighborhood (create a neighborhood alliance, report and remove graffiti)
- Talk with your child about the dangers and consequences of gang involvement. Let your child know that you don't want to see him or her hurt or arrested. Explain to your child that he or she should NOT:
  - \* Associate with gang members
  - \* Attend parties or social events sponsored by gangs
  - \* Use hand signs, symbols, or language that is meaningful to gangs
  - \* Wear clothing, including specific colors, which may have meaning to gangs in your area

To obtain details on COPS programs, call the COPS Office Response Center at 800.421.6770



[www.cops.usdoj.gov](http://www.cops.usdoj.gov) [www.fbi.gov](http://www.fbi.gov) [www.ojjdp.ncjrs.org](http://www.ojjdp.ncjrs.org)

### ***School Risk and Protective Factors***

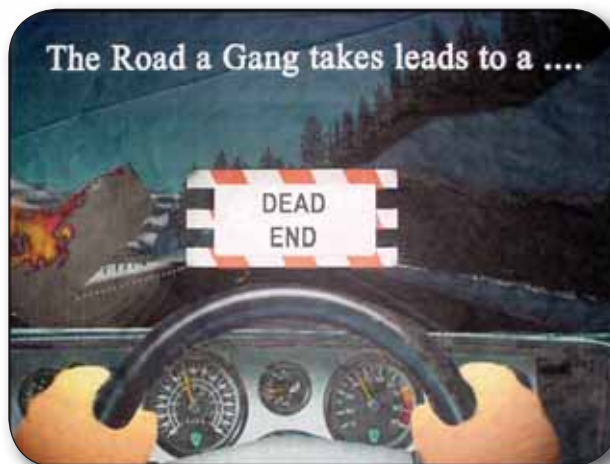
A student's performance and behavior in school, as well as the school's effectiveness in engaging, addressing and providing for the needs of their students, are important factors in determining school risk. A student who has a low-level of academic success or is classified as having a learning disability



is at a higher risk for gang affiliation than other students.<sup>18</sup> Negative attitudes toward school, frequent truancy, suspension, numerous school transitions, and school dropout are recognized as risks for gang involvement. In addition, a student who feels disconnected from school or threatened within school is more vulnerable to gang recruitment.

Students who perform at low levels of achievement may be at a greater risk of being pulled in the direction of criminal gangs because they desire the strong feelings of achievement that the gang provides almost instantly. Although the early infatuation eventually fades, the young gang member is often entirely immersed in the criminal gang lifestyle by the time he/she realizes it, and is often unable to separate themselves from the disastrous course. It is essential for parents and school officials to work together in identifying youth that run a higher risk of gang affiliation, and to work in concert to prevent at-risk youth from being initiated into a gang at an early age.

Commitment to school is a major protective factor in buffering youth at risk of engaging in violent behaviors, such as those associated with gang activities.<sup>19,20</sup> For youth at risk of gang involvement, developing a feeling of connectedness and commitment to school can reduce the likelihood that he or she will drop out of school and/or become involved in problem behaviors. Schools that provide a safe learning environment, establish discipline measures with positive supports, and create opportunities for students to participate in meaningful ways are characteristics of positive school climate. Schools are a fundamental part of any community's anti-gang strategy because they have the unique advantage of fostering key protective factors for youth, reaching out to parents and families, creating partnerships with law enforce-



ment, and strengthening linkages with community partners.

### ***Peer Risk and Protective Factors***

One of the strongest correlations of a youth's risk for delinquency, substance abuse, and other forms of problem behavior is their tendency to spend time

with peers who engage in deviant behaviors.<sup>21</sup> Youth are more likely to join criminal gangs if they have either a high commitment to delinquent peers or a low commitment to positive peers.<sup>22</sup> If youth surround themselves with delinquent peers who use drugs or alcohol, distribute drugs, or have a high proportion of gang affiliation the likelihood of joining a gang goes up markedly.<sup>23</sup>

Families and school officials can play a key role in identifying when youth tend to break from their normal routine to spend more time with unfamiliar groups of friends who may be negatively influencing the child. Actions to prevent children from joining criminal gangs should not begin when they reach high school, but must be initiated at an early age when the influence of family and teachers are at their most effective. Influencing when and with whom a child is allowed to spend time will decrease the opportunities of interacting with criminal gang members and positively influence their development.

### ***Community Risk and Protective Factors***

Cities, towns and rural communities are at risk of increased threats of criminal gangs when they tolerate cultural norms that support gang behavior and fail to invest the social capital to oppose gang-related crime.<sup>24</sup> Other risk factors at the community level associated with gang-related crime are the prevalence of drugs and weapons in a community, and the level of community disorganization.<sup>25</sup> This is indicated by high crime rates, gang activity, poor

housing, lack of quality schools and recreational facilities, inadequate availability of social services, and a weakened infrastructure. Such an environment can severely limit youths' opportunities for socially acceptable avenues of success.

Communities that strive for economic sustainability, safe and health-promoting environments, availability of neighborhood resources, and a supportive law enforcement presence set the foundation for an environment that is inhospitable to gangs. Actively promoting positive social norms, social cohesion within and across neighborhoods, and creating opportunities for pro-social community involvement are community protective factors that foster resiliency in youth who are at risk of gang involvement. Communities that work with law enforcement and prevention experts have experienced successes in driving the presence of gangs out of their neighborhoods and have seen the crime rate of their neighborhoods decline.<sup>26</sup>

## End Notes

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# The Strategy

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## Executive Group and 2007 Gang Reduction Summit

In the summer of 2007 the heads of all state agencies involved with youth and law enforcement met in the Office of the Attorney General to develop a statewide strategy to address the growing problems of gangs and gang violence in Florida. They were joined in this effort by the heads of key Florida law enforcement associations. To build upon a working draft prepared by this executive group in December 2007 the Office of the Attorney General held a Gang Reduction Strategy Summit in Tallahassee. The two-day summit brought leaders from various state agencies, local law enforcement, community leaders, and prevention/intervention organizations and experts together. The framework of this strategy was discussed and approved at the summit.

## Mission

The mission of the Florida Gang Reduction Strategy is to increase the safety of the citizens of Florida by empowering Florida's youth to reject criminal gangs as a viable option and by substantially reducing gang-related crime and violence in Florida. State agencies cannot singlehandedly combat the problem of gangs. There must be a series of cascading approaches, each adding to the impact of the others, between many state agencies, local governments, and community advocacy groups working in concert to oppose criminal gangs.

## Goals

The goals to accomplish this mission are:

1. Stop the growth of criminal gangs in Florida;
2. Reduce the number of gangs and gang members;
3. Render gangs ineffectual.

Criminal gangs have been growing in Florida for the better part of the past 25 years. The first priority of the strategy is to stop this growth of gangs and gang members. That must be immediately followed by the reduction in the number of gangs and gang members. While it may never be possible to completely eliminate all criminal gangs and gang members in Florida, the strategy contemplates rendering what gangs remain ineffectual. Accomplishing these goals will greatly reduce crime and violence in our communities, save the lives of many at-risk youth, give many more youth in our state the opportunity for productive lives, save state and local government a lot of expense and costs associated with gangs and their criminal behavior, and make Florida a safer place to live and work.

## Three Pillars

The strategy is based on three pillars:

- Prevention/Intervention
- Law Enforcement
- Rehabilitation/Re-entry

In recent decades law enforcement has been the principal entity attempting to control or resolve the problem of criminal gangs. Law enforcement will be much more efficient in its mission of public safety when it is partnered with prevention and re-entry efforts within the communities and throughout the state. The gang problem is highly complex. A well informed and coordinated effort to fight criminal gangs is necessary. This strategy will work to identify and target the problem with gangs and the youth they affect and enable communities to develop appropriate coalitions and action plans to successfully address the problem of criminal gangs.



## Focus of the Effort to Defeat Gangs

Criminal gangs are the enemy of an ordered society. Defeating them necessitates identifying the key to their survival, appeal, and effectiveness. It is the premise of this strategy that the strength of criminal gangs in Florida is their ability to attract a continual stream of young recruits to their ranks. Denied that strength, gangs will dry up, lose their capacity to generate replacements and finally cease their criminal activity.

The strategy, therefore, focuses its efforts toward making gang membership and gang activity less desirable for the youth of this state and turning at-risk youth away from gangs and toward things that will make them productive members of society. This strength of the gang system derives from its ability to cultivate zealous, aggressive members who seek to establish their reputation within the gang. Without that ability, the destructive capacity of the gang is gradually eroded and eventually dissipates completely. The gang itself becomes discredited and is seen in its pernicious reality – a collection of criminals devoid of social conscience, lacking any semblance of dignity and driven only by the petty, selfish interests of their leaders.

Consequently, the prevention/intervention portion of the strategy must not only work to engage at-risk youths and gang members in alternative, constructive and educational activities and social settings, it must also aim at taking away the appeal of the gang. Denied the constant flow of new recruits, the gang will disintegrate. Eventually, the gang will cease to hold any attraction at all and become ineffectual.

At the same time the prevention/intervention efforts are underway, there must be a coordinated law enforcement effort targeting the leaders of certain gangs for prosecution, disrupting gang meetings and activities and cutting off the supply of guns, other weapons and sources of income. Since many of Florida's gang leaders come out of state prison, it is also essential that a special effort be made to intervene with gang members in prison with the objective of educating, training and making as many of them

as possible constructive and contributing citizens of society upon re-entry. By doing so, some of the experienced gang leadership can be eliminated. In most cases this will contribute significantly to the decline and ultimate demise of the gang from which they came.

The end state of this strategy is a Florida where criminal gang activity is minimal to non-existent and where gangs are no longer perceived as a desired option for our youth, but rather as the undesirable criminal organizations they represent. This strategy aims to minimize gang membership and reduce crime committed by gangs to an insignificant percent of total crime in all 67 of Florida's counties.

## Prevention/Intervention Objectives:

- Objective 1: Expose Florida's gangs and their activities for their violent and destructive reality.
- Objective 2: Educate youth, parents and other mentoring adults to help Florida's youth reject gang involvement.
- Objective 3: Mobilize communities to repel gang appeal to Florida's youth.
- Objective 4: Provide effective prevention/intervention programs for those youth who are the most likely targets of gang recruitment and identified young gang members
- Objective 5: Encourage and assist with the creation of positive extracurricular activities and workforce development programs for Florida's at-risk youth.
- Objective 6: Support existing and new community groups/coalitions that take a stand against criminal gangs.

Prevention is essential to the success of the strategy. The most effective and least costly way to stop the growth and reduce the number of criminal gangs and gang members in Florida is to convince youth never to join a gang in the first place.

The first three prevention/intervention objectives are aimed at taking away the appeal of gangs to

at-risk youth. They contemplate a program being developed statewide or in a community or region to communicate to these at-risk youth the message that gangs are undesirable to belong to. In order to develop and deliver the proper message, prevention/intervention organizations and community leaders must study and thoroughly understand the motivational forces involved in gang membership and what makes gang membership appealing to youth. Then using this information the image of gang membership must be portrayed to these youth as something they would not want to be a part of.

The remaining three prevention/intervention objectives concern providing constructive, educational and entertaining alternatives to gangs for at-risk youth. Since most youth recruited into gangs are missing some essential elements of family and community, these objectives include making up for what is missing as much as possible, and instilling hope and opportunity in those youth and a sense that they can dream big dreams and make them come true. While there are many prevention/intervention programs for at-risk youth, the objectives focus attention specifically on those at-risk youth in the community most likely to be recruited by gangs.

## Law Enforcement Objectives:

- Objective 1: Compile a statewide priority list and target every major criminal gang in Florida for dismantling by arresting and prosecuting gang leaders and key gang members.
- Objective 2: Identify and target for arrest and prosecution all gang kingpins in Florida and seek life imprisonment sentences.
- Objective 3: Prioritize the prosecution of gun crimes related to gangs and gang members and target for prosecution those who provide guns to juvenile gang members ineligible to own or possess a gun.
- Objective 4: In areas of intense gang activity, build community policing, remove

firearms from low to mid-level gang members and use injunctive powers to prohibit gang members from gathering.

- Objective 5: Improve intelligence gathering and information sharing on gangs and gang members and their activities among and between federal, state and local law enforcement, prosecuting authorities, schools and Juvenile Justice, Corrections, and Children and Families officials.
- Objective 6: Strengthen gang law enforcement and prosecution with more uniform, specialized training and designate one Assistant State Attorney in each judicial circuit whose sole, full-time responsibility is to prosecute and manage the prosecution of gangs, gang members and gang-related crimes.
- Objective 7: Coordinate federal, state and local law enforcement/prosecution efforts toward the common objective of combating gang activity in Florida, including setting priorities and targeting certain gangs, gang activities and gang-related prosecutions all over Florida.

With over 1,500 criminal gangs and thousands of gang members in Florida who engage in criminal activities across many jurisdictional boundaries, law enforcement efforts to suppress criminal gangs more effectively will require enhanced coordination, targeting, prioritization and aggressive approaches. The law enforcement objectives in this strategy are designed to accomplish this, and in conjunction with prevention/intervention community efforts to stop the growth of gangs, reduce their number and the number of gang members and ultimately render them ineffectual.

The objectives contemplate a statewide effort to prioritize dismantling gangs. This is not a central command and control effort. It must be a cooperative effort among all law enforcement agencies, federal, state and local. To be successful, the strategy requires identifying, arresting and prosecuting key gang leaders in all targeted gangs

throughout Florida and seeking a life sentence for them. This will require improved intelligence gathering and information sharing and better trained and more specialized prosecutors including one designated assistant state attorney in each judicial circuit whose sole, full time responsibility is to prosecute gang members.

With so much of the violent crime in Florida attributable to gang activities and its violence most often associated with guns, one of the objectives should be to do a better job of keeping guns out of the hands of gang members. In order to accomplish this, prosecutors will have to focus more on prosecuting gun crimes relating to gang members including prosecuting those who provide guns to juvenile gang members ineligible to own or possess a gun.

In as much as gangs generally operate from a defined and comparatively small geographic area within a community, community policing targeted to areas of intense gang activity can make a difference and combined with the ability to enjoin gang members from meeting can disrupt and render gangs less effectual.

## Rehabilitation and Re-entry Objectives:

- Objective 1: Expand opportunities for criminal gang members in state or county correctional systems to participate in prison industry programs, educational programs, faith and character-based programs, drug treatment/rehabilitation programs and all other programs designed to rehabilitate offenders or assist offenders in preparing for re-entry into society upon completion of their sentences.
- Objective 2: Develop and implement specialized, individualized counseling and mentoring focused on motivating criminal gang members in state or county correctional systems to gain educational, vocational or job training, social skills,

and lifestyle interests and habits that will turn offenders away from gang membership/participation and toward becoming productive members of society when released.

- Objective 3: Provide job placement for criminal gang members in state or county correctional systems upon release and provide a counselor/mentor for each such released offender to give guidance, assist with acquiring and keeping a job, educational advancement, and building positive relationships outside of gangs for a period of five years after release.
- Objective 4: Require all identified criminal gang members in state or county correctional systems, upon release, to register with an identified state office and keep their address, contact information and job status current for ten years after release and require such released offenders to report in person for counseling to a counselor/mentor at least quarterly for the first five years after release.
- Objective 5: Train and qualify the necessary number of counselors/mentors/teachers to accomplish the individualized goals of gang member rehabilitation and re-entry from state or county correctional systems.

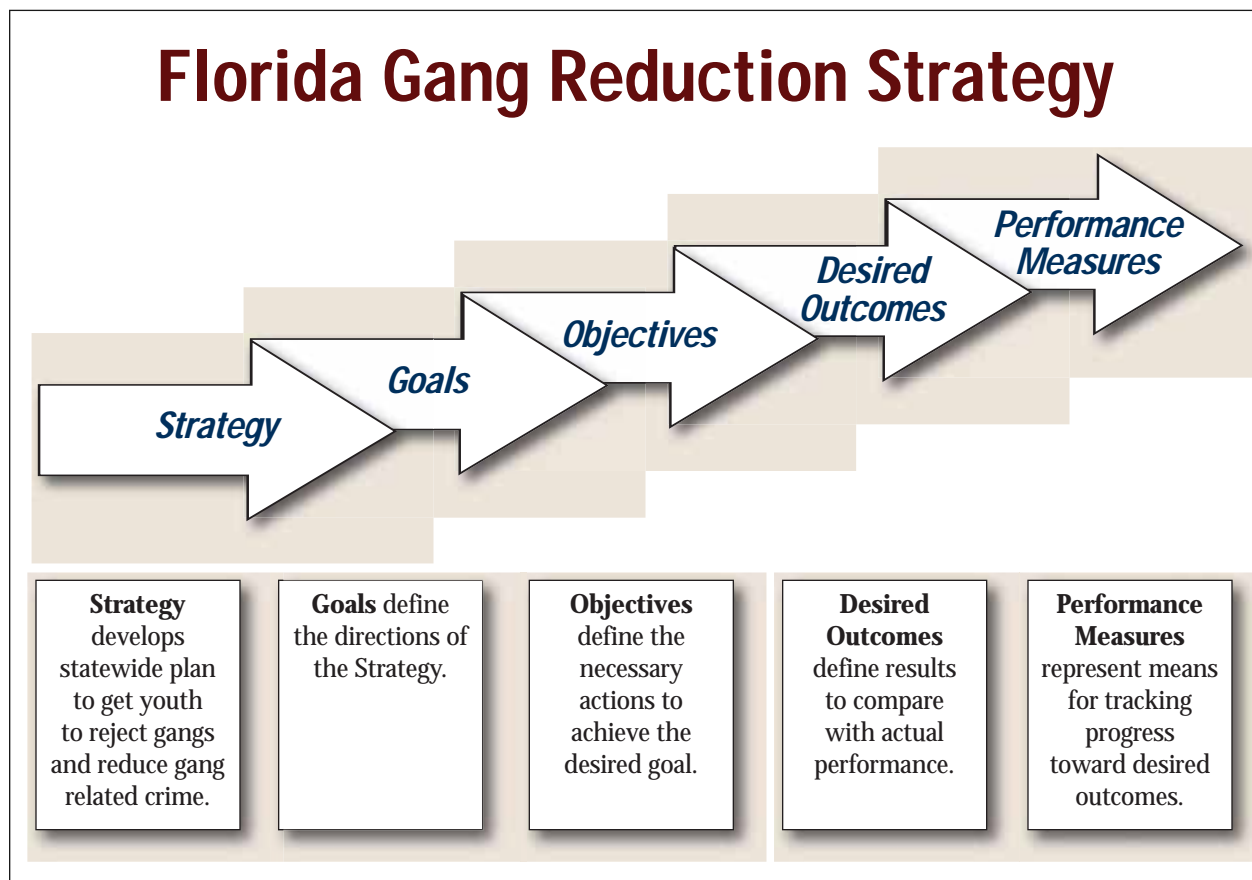
Several thousand gang members are incarcerated in Florida's state prisons. Few, if any, of these gang members receive any targeted rehabilitation efforts while they are in prison. Most are released from prison within a few years of their incarceration. It appears that many of these released gang members go back to their communities and become the key leaders in their criminal gang.

The rehabilitation and re-entry objectives of the strategy are designed to divert some of these incarcerated gang members from returning to their gangs when released. The more successful intervention programs are in prison the better

the chances of success for community efforts to dismantle and render ineffectual the gangs from which these prison inmates come.

Rehabilitation and re-entry objectives of the strategy can be accomplished by using specially trained counselors and mentors to try to motivate gang members in prison to participate in rehabilitation, educational, and drug treatment programs

designed to redirect their lives away from gang membership. Upon release from prison the objectives call for personalized assistance and monitoring for a number of years in order to place the former gang member in a job and steering him or her to a new life away from the gang.





# Concept of Operation

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## Coordinating Council

Working under the auspices of the Office of the Attorney General the executive group that initiated planning for the gang strategy will act as a coordinating council. The Attorney General and the council will coordinate bringing together prevention/intervention organizations, community leaders the business community and local, state and federal law enforcement that will form seven regional task forces in the state. While action and operational decisions will be made by organizational leaders, community leaders, and local elected officials, the Attorney General and coordinating council will provide guidance and assistance in achieving the objectives of the strategy. The council will work with the Department of Corrections and others in pursuit of the rehabilitation and re-entry objectives. The council will also coordinate the collection of data, develop and carry out a process for measuring the success of the strategy and periodically adjust it as may be necessary.

## Regional Task Forces

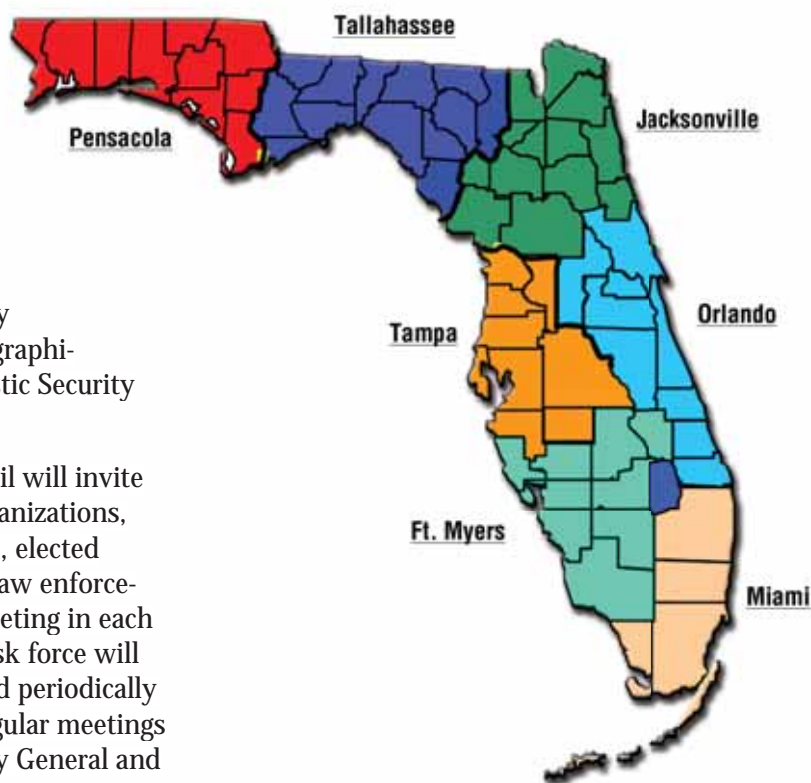
The state will be divided into seven regions and a gang strategy task force developed within each region. The Gang Reduction Strategy regions will each have the same geographical composition as the state's Domestic Security Task Force Regions.

The Attorney General and the council will invite selected prevention/intervention organizations, community leaders, business leaders, elected officials and local, state and federal law enforcement for an initial organizational meeting in each region. It is anticipated that each task force will select a chairman who will be rotated periodically and that the task forces will hold regular meetings at least once a quarter. The Attorney General and

the council will provide the task forces with as much guidance and data as possible. The regional task forces will not be statutory or official bodies of the state. Participation is completely voluntary. There will be no funding or material support from the state available to the task forces at the inception of this strategy.

It is anticipated that by participation in the regional task force each unit of local government within the region and each law enforcement agency will benefit significantly. While gangs may have a comparatively small territory that they claim, their criminal activity knows no geographical boundary. The advantages of and benefits from a coordinated effort under the statewide strategy should be clear to all.

*Regional Gang Reduction Task Forces*





It is essential that each task force develop its own plan of action, set time tables and carry it out. Also, it is hoped that each task force will provide a conduit of information back to the Attorney General and the coordinating council and assist in the collection of data necessary to measure progress in the strategy. The key component of the concept of operation is the networking and coordination of local community components. For the citizens of Florida to witness substantial declines in youth gang membership, school dropout rates and gang-related crime, there must be a melding of the two powerful forces of law enforcement and prevention/intervention. Law enforcement agencies will become more productive in their operations when prevention gets youth to reject joining criminal gangs and prevention organizations see fewer youth losing their potential to gangs and can work with them to make positive choices in their lives.

## **Developing a Prevention/Intervention Plan**

To be effective, each regional task force must develop a plan of action to accomplish the Gang Reduction Strategy in their region. All participants need to be open-minded, committed to the goals and objectives of the strategy and willing to think out of the box in developing and carrying out a plan.

If existing prevention/intervention organizations participate and are willing to adapt their organizational goals and resources to meet the objectives of this strategy and the plan developed by the regional task force, they should be utilized to carry out the plan and achieve the objectives of the strategy. Where necessary, the task force should not hesitate to bring in a prevention/intervention program from outside the region or create such new programs as may be necessary. Local community involvement and leadership in a prevention/intervention program is essential for success.

The plan must include proposals to get youth at-risk of being recruited into gangs to reject gang recruitment. The regional task force needs to study and understand the psychology involved and then develop a plan of action to discredit

gangs in the eyes of these youth tailored to the specific communities and gangs in their region. Working with local television, radio, cable, and other media, there should be a media campaign prepared and carried out to further this objective. Simultaneously, working with parents, teachers, school officials and church leaders, an approach needs to be developed and carried out to discredit gangs in the schools and in churches and other community outlets that touch and interact with children most at-risk of being recruited by gangs. Mediums most frequented by youth, such as social networks like MySpace, Facebook, etc. should be utilized in getting the message out.

The message to discredit gangs should be inclusive of the sexual exploitation of women so commonly associated with gangs, along with other criminal activities such as drive-by shootings, home invasions, assaults, batteries, etc. It should emphasize the contrast between the financial gains of the leader, as compared to the minimal gain of the lower level members. It should include a thorough exposure of the gang leadership's brainwashing of the new recruits that requires them to give up all their individual rights and freedoms. It should expose the extreme brutal treatment of gang initiation and the violence inflicted upon any gang member who attempts to think independently or who attempts to leave. It should focus on the violent crimes new recruits are required to commit, and how this is used as a threat and control technique to keep them in the gang by threatening to expose their criminal activities should they attempt to get out of the gang.

It should point out that new recruits, as well as their family members, are threatened in order to keep them in the gang, and that it is not uncommon for brutal attacks and deadly force to be used on family members rather than the gang member himself in order to force compliance with the gang leaders and the gang creed. The message should also focus on the early mortality rates of those associated with gang membership and the frequent criminal convictions that many gang members have which will result in denial of voting rights, limiting future employment, and any other nega-

tive to gang membership that might dissuade an at-risk youth from joining a gang.

The second major component of the prevention/intervention plan must be the providing of constructive, educational, and entertaining alternatives to gangs for at-risk youth and also compensating for the absence of social and family elements that most at-risk youth experience. It is anticipated that participating task forces will include many prevention/intervention organizations such as Boys and Girls Clubs, Urban League organizations, church groups, etc., which already have experience working in the local community at this level. What is most likely missing in the function of these organizations is specific targeting of youth most at-risk of being recruited into gangs and programs especially designed for this group.

It is contemplated that under the guidance of the Attorney General and the coordinating council and with the cooperative effort of local law enforcement and other community leaders, these existing organizations will develop new, effective initiatives to address the target group. When a task force concludes that it would be beneficial to bring in a prevention/intervention program that does not exist in the region or initiate a new program, it should do so and make sure that cooperation and coordination with existing organizations in the region occurs. Often a single program only addresses a few of the needs, while a number of programs working together are much more likely to succeed. It is vital to our success that every possible expertise is brought to bear and pride in existing local organizations should not stand in the way of doing whatever it takes to accomplish the strategy objectives.

Task forces should encourage support for existing faith-based programs and the establishment of new faith-based programs targeted at youths at risk of being recruited into gangs and existing gang members. Priority should be given to recruiting every church and religious leader in the region to participate. Not every at-risk youth will wake up and come to church and change their lives; therefore church leaders should be encouraged to

go out into the community and target youth who are especially at risk of being recruited into gangs and where possible, gang members.

The parents, especially those of at-risk youth, should be engaged. The Gang Reduction Summit found that parents desire additional education about the early signs of gang involvement and want to know the best way to intervene with their child when the early signs of gang involvement appear. They want to know how prevention or intervention can be supported by their local schools and community leaders. An effective plan will educate these parents and involve them in every way possible.

Communities where gangs flourish often find gang members and youth at risk of being gang members involved in a culture that accepts and sometimes glorifies school truancy, school drop-out, drug use, and drug abuse. The prevention/intervention plan must include a program working with schools, parents, and community leaders to address these concerns, specifically with respect to the youth most at risk of joining a gang. Special steps should be taken to discourage truancy and school drop-outs among these youth. There should be targeted mentoring and after school tutoring programs. School resource officers should be actively engaged to assist and provide support. Youth at risk of being recruited into gangs should be given intense anti-drug education and, when needed, should be given priority in drug rehabilitation programs.

Plans should give special attention to workforce development programs for these at-risk youth. Most who wind up engaging in criminal activity have never worked and have no job skills and no work ethic. Getting at-risk youth engaged in workforce development suitable for their age group is very important and could make a real difference in whether they end up joining a gang or perhaps can be enticed to leave a gang if they have joined. The task force should consider developing a plan to reach out to local businesses and recruit them to participate in a workforce program and mentoring for these at-risk youth. After school based





programs that teach leadership skills, interviewing skills for potential employment, resume preparing skills, personal presentation skills, etc., should be a high priority of the task force.

Last but not least, the plan should include a relationship with judicial intervention programs where at-risk youth have encountered the law. It is important to have working relationships with the courts and with the juvenile justice system. Teen courts and other alternative programs can be a big help. Where teen court programs or the like do not exist, the task force should examine existing programs in other communities and consider developing such programs within the region or within communities lacking these programs.

## Law Enforcement Plan Developments

Each regional task force should have a law enforcement plan as well as a prevention/intervention plan. This may be one comprehensive document inasmuch as the objective is to coordinate

both prevention/intervention and law enforcement. Whether there are two separate plans or a single one, it is very important that all participants in the regional task forces are involved in the preparation and planning for both the prevention/intervention and the law enforcement portions.

The law enforcement plan should set a priority targeting every major criminal gang in the region for dismantling. The priority list should focus on the most violent and dangerous gangs first, but law enforcement intelligence and analysis will be the key in setting the priorities on the list. Within the targeted gangs the first order of business should be to make cases against the leaders, and get prosecutions and convictions under the new gang kingpin statute where possible. The idea is to take down as many gangs as possible within the region in a systematic fashion and try especially hard to put away the gang kingpins/leaders for life or for an extremely high number of years. The prevention/intervention plan should call for targeting first and foremost youth in the geographical area most likely subject to gang recruit-

ment for the gangs that are being dismantled by law enforcement. At the same time intervention efforts should be made to try and peel off young gang members from these gangs that are not being prosecuted. By combining tough law enforcement with focused prevention/intervention efforts, it is more likely a particular gang can be permanently dissolved or rendered ineffectual.

Because violence associated with gangs is on the upswing in Florida, law enforcement plans should prioritize the prosecution of gun crimes related to gangs and gang members. The task force should consider organizing “gun buy back days” and/or “turn in your gun days.” Special efforts should be made to prevent juveniles from getting access to guns through purchases at gun shows either illegally by an underage youth or through the assistance of an adult who makes the purchase for the youth.

Where possible, the plan should call for community policing and the use of injunctions to prohibit gang members from gathering in areas of intense gang activity. More communities across the nation are turning to civil injunctions to prohibit gathering and association of gang members in certain public areas where criminal activities have previously taken place or are known to be taking place. The plan should call for taking advantage of a new state law with respect to the use of such an injunction and each community should consider developing local ordinances to assist law enforcement in this regard.

It is important that the task force include representation from a wide spectrum of law enforcement in the region. State and federal enforcement officials should be included. The U.S. Bureau of Alcohol, Tobacco, and Firearms (ATF), Postal Inspectors, Internal Revenue Service (IRS) agents, the Drug Enforcement Agency (DEA), the Federal Bureau of Investigation (FBI) and U.S. Customs should all be asked to participate. So should Immigration and Customs Enforcement (ICE) agents. Naturally, all relevant state agencies should be involved including the Florida

Department of Law Enforcement, the Florida Department of Corrections, representatives from the Florida Department of Children and Families, the Florida Highway Patrol, the state Department of Transportation and Motor Carrier Compliance, state Fire Marshals, state Beverage officers and state Agricultural officers, etc.

Including as many representatives from different law enforcement persuasions as possible is very important in putting together a team that can have a wide base of information to share. Improved intelligence gathering and information sharing on gangs and gang members is absolutely essential to the success of the task force and the strategy. Law enforcement plans should encompass guidance for intelligence gathering and information sharing among all law enforcement who partner in the task force and the many specialized law enforcement associations, such as the Florida Gang Investigators Association, Florida Narcotics Association, Florida Intelligence Unit, etc.

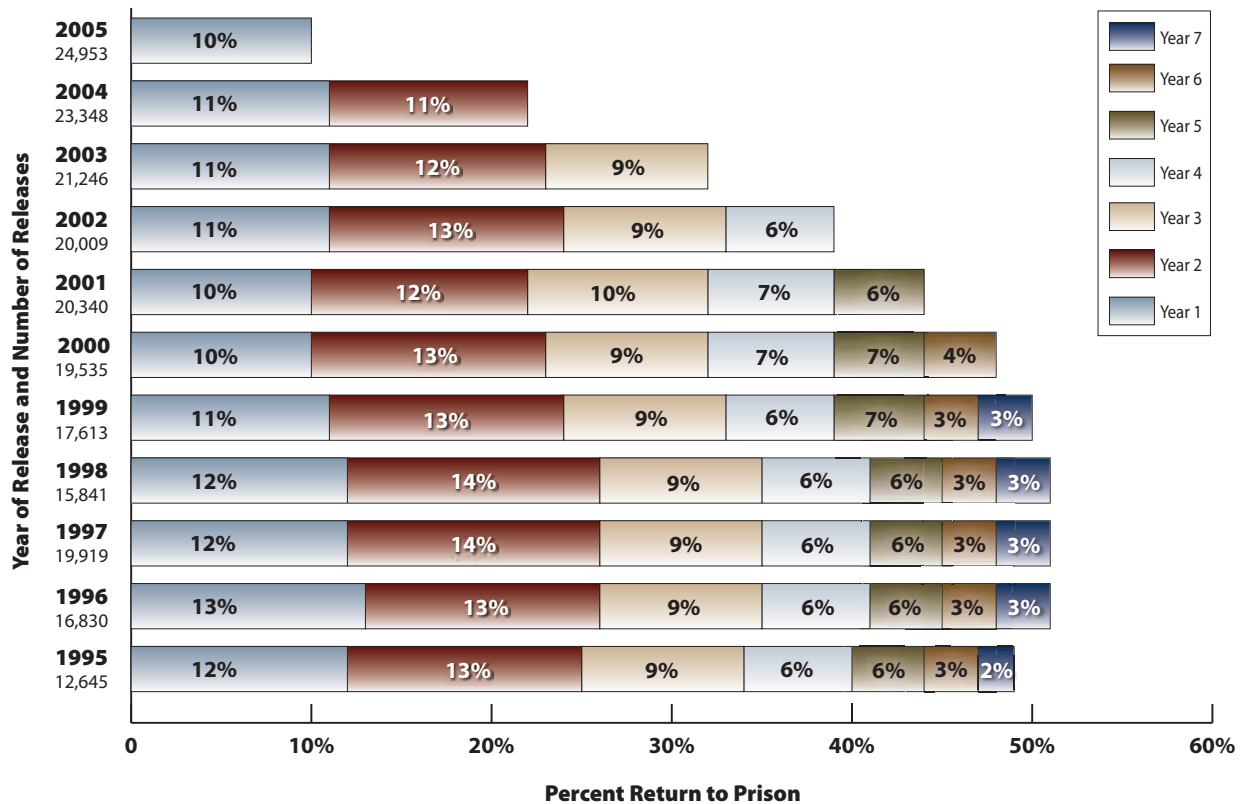
Additionally, the task force should include a representative of all prosecuting agencies which have a presence within the region. They should be asked to help set the priorities and give advice on ways to control the flow of guns and use injunctive powers to prohibit gangs from gathering. The task force should encourage each state attorney in the region to designate at least one assistant state attorney in his/her judicial circuit whose sole responsibility is to prosecute and manage the prosecution of gangs, gang members and gang-related crime. Gang prosecutions can be complex and very time consuming. While the resources of each state attorney are very limited, each will understand the very grave importance that needs to be placed on dismantling gangs in achieving the goals of this Gang Reduction Strategy.

In conjunction with developing a law enforcement plan, each task force should develop and catalog a list of every known criminal gang and gang member in the region. A task force team should be organized to make this happen and to make certain that the list is clear of duplicates and updated with

## Florida Recidivism Rates

*Overall three-year recidivism rate since 1995 is 32.8%.*

*Data indicates that Year Two after release is the time period when most recidivists return to prison.*



regularity. Members of the task force should help guide what information should be gathered for this list. At least once a year, the coordinating council should be provided a copy of the list that is maintained by the regional task forces.

## Rehabilitation and Re-entry Plan Development

With guidance and assistance from the Attorney General and the coordinating council, the Department of Corrections and local law enforcement agencies will make the rehabilitation and re-entry of criminal gang members a major component of the re-entry program. The Department of Corrections' re-entry initiative will also be designed to fulfill the objectives of the Gang Reduction

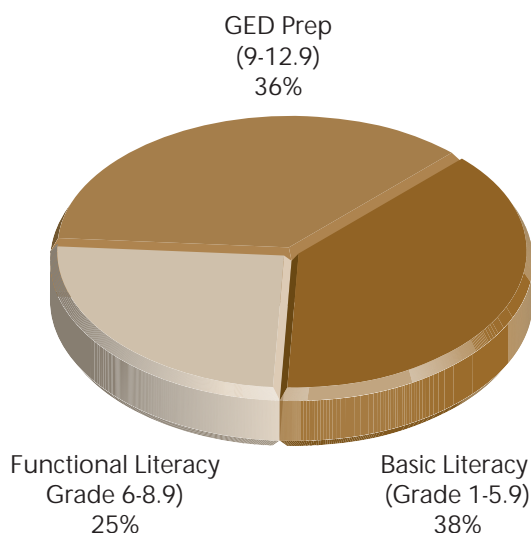
Strategy.

## The Department of Corrections and Re-entry

Last year approximately 35,000 inmates were released from Florida's prisons. According to the Florida Department of Corrections' 2006-2007 Annual Report, Florida's prison population was 92,844 inmates (as of June 30, 2007). During this same time period, inmate admissions were 37,864, an increase of 7.9% over the prior year. Corrections officials report that a third of released inmates return to Florida prisons within a 3-year period. Furthermore, the basic education level of Florida's inmate population is at a 7th grade level. When looking at literacy levels,

37.1% of the inmate's have a literacy competency of an elementary student.

### Literacy Skill Level - Total Population



Ethnicity	Median Literacy Level
Black Males	6.0
Black Females	6.1
White Males	8.6
White Females	9.7
Other Males	6.1
Other Females	7.1

*Tested Literacy Skill Level (Most Recent Tests of Adult Basic Education [TABE] as of June 30th, 2007)*

General Educational Development (GED) Tests are available within the prison system, but many of Florida's inmates initially do not have the education level necessary to obtain a GED or even prepare for a GED examination. Even a vocational certificate often requires an educational level of 9th grade or higher. With 64.2% of the population below this mark, a vocational certificate is often unattainable for some fifty thousand inmates every year. Not surprisingly, an ex-offender returning to the community is confronted by employers with statements such as "no job,"

"no skills" and "not enough education."

Many returning ex-offenders also have some form of substance dependency. Approximately 64% of the inmates incarcerated in Florida prisons have been identified as having a substance abuse problem. While detoxification happens as a result of incarceration, many inmates will return to an environment where drugs are once again available. The potential for relapse can greatly hamper any re-entry service, such as educational and vocational programs, if substance abuse treatment is not provided. In fact, relapse dramatically reduces the chance for an ex-offender to maintain stable employment – a key factor in reducing recidivism.

As indicated in Florida's Drug Control Strategy, drug users are less dependable than other workers and decrease workplace productivity. Drug users compared to drug-free workers are also more likely to take an unexcused absence, get fired more frequently, and also switch jobs more frequently.

While the Department of Corrections has the responsibility to supervise some offenders after their release from prison, the agency also supervises an even greater number of offenders sentenced directly to community supervision in the form of probation. Offenders on community supervision have some transitional programs available to them, however more programs must be provided in order to adequately address the problem of recidivism. With the Department of Corrections in the unique position of supervising offenders in the community and in prison, it affords them the opportunity to have an immense impact on gang members' chances of leaving the criminal lifestyle behind.

Many offenders while on probation or those being released from prison lack the knowledge of possible resources available to them in the community to help in their re-entry needs. Access to the resources, identifying the resources that are willing to serve convicted felons, and securing reliable transportation to visit these resources can be difficult to accomplish. Consequently, without recognizing and accessing legitimate support in



the community, many of these individuals return to their former ways, a lifestyle of crime and criminal gang involvement.

Given these factors, it is not surprising that ex-offender recidivism is predictable. Without skill development opportunities and support systems a return to criminal behavior is often very probable.

## Emphasizing Re-entry

Many of these aforementioned barriers to successful re-entry were well documented in the December 2006 report produced by Governor Bush's Ex-Offender Task Force. Following that report and in response to the staggering statistics associated with those returning to the state correctional system, the Department of Corrections has made reducing recidivism a major focus. In May 2007, the Department of Corrections changed its mission to state, "To protect the public, ensure the safety of Department personnel, and provide for the proper care and supervision of all offenders under our jurisdiction while assisting, as appropriate, their re-entry into society." Coupled with this change to the mission statement, the Department set a goal for inmates to bring their recidivism rate down from its present rate (33%) to 20% or less by 2012. The Department envisions that, if accomplished, the criminal justice system will see a significant reduction in the demands that repeat offenders exert and provide safer communities for the citizens of Florida and those who visit the state.

Current and future re-entry initiatives in place to accomplish this goal will be represented in the Department's Re-entry Strategic Plan, expected to be completed by the end of 2008. Consequently, given that there are approximately 4,000 inmates in state prisons who have been identified as members

of criminal gangs, and this population represents some of the greatest challenges to re-entry efforts, corrections officials need to incorporate initiatives specifically tailored for criminal gang members within the state correctional system.

The objectives of this strategy contemplate the Department of Corrections developing and implementing specialized counseling and mentoring criteria designed to motivate criminal gang members in prison and under the community supervision, to gain educational, vocational and job training skills. Additionally, lifestyle interests and habits should be established that will turn them away from gang membership and toward becoming productive members of society upon re-entry. There is no doubt this will require training and qualify-

ing a certain number of counselors, mentors and teachers to accomplish the individualized goals of gang member rehabilitation and re-entry. Therefore, it may be necessary for the Department of Corrections to seek grants from the federal government and/or private foundations with an interest in



prisoner re-entry.

As with many prisoners, gang member inmates will likely need drug treatment and rehabilitation services. While there may be legal or regulatory issues which restrict giving priority to criminal gang members in such programs as well as in education and training programs, every effort should be made to provide all gang member inmates who qualify, access to all available programs and to create new programs where necessary.

The rehabilitation and re-entry plan should include detailed provisions for job placement of criminal gang members when they are released and for providing a counselor/mentor for each released offender to give guidance, assist with

acquiring and keeping a job, educational advancement, and building positive relationships outside of gangs for a period of at least five years after release from prison. This, too, may require additional funding from grants either at the federal level or from private foundations. The plan should include proposals to seek such grants.

The strategy calls for all identified criminal gang members in state or county correctional systems, upon release, to register with an identified state office, and keep their address, contact information and job status current for ten years after release and that each released gang member inmate re-

port in person for counseling to a counselor/mentor for a period of at least five years after release from prison. The rehabilitation and re-entry plan should address how this is to be structured and accomplished and include a plan and timetable for any changes in regulations or law that may be necessary.

The Department of Corrections should call upon members of the coordinating council for any assistance they may be able to give in developing or carrying out this plan.



# Measuring Success

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The mission of the Gang Reduction Strategy is to increase the safety of Florida citizens by empowering Florida's youth to reject criminal gangs as a viable option and by substantially reducing gang-related crime and violence in Florida. The goals to accomplish the mission are stopping the growth of criminal gangs in Florida, reducing the number of gangs and gang members and rendering gangs ineffectual. To accomplish this mission and these goals, there must be a standard set of data collected annually to measure progress and success.

## Gang Data

The number of criminal gangs and gang members in Florida is unclear. The Florida Department of Law Enforcement (FDLE) announced in October 2007 the results of their first gang survey since 1995. It appears from this survey there are at least 1,500 gangs and well over 65,000 gang members in Florida. Unfortunately, the 2007 survey is incomplete and may have duplications in it. The survey was directed to Florida's sheriffs, police chiefs, and school resource officers. A very sizeable number of them failed to respond. Inasmuch as there is overlap among the jurisdictions of police, sheriffs, and school resource officers, it is difficult to analyze and sort out areas where duplication in counting may have occurred.

The InSite Intelligence Database is a statewide database maintained by FDLE which is designed for the sharing of gang intelligence among all law enforcement agencies statewide. The system is contributed to on a voluntary basis. Many law enforcement agencies utilize their own database for storage of intelligence information and may or may not contribute to the FDLE statewide gang database. One of the reasons this occurs is the diversity of database products among local and state agencies. These agencies must duplicate their efforts if they are to share their intelligence statewide. Sheriffs and police chiefs have been

unable or unwilling to assign staff for duplicate entries; therefore, the statewide database rarely gets updated with the information that is stored in local databases.

It is the recommendation of this strategy that FDLE research all technological solutions available to find a way to allow local and other state systems to electronically upload their gang intelligence information into the statewide system in order to eliminate the need for duplication and to facilitate a complete statewide database that all law enforcement and criminal justice agencies can readily access and retrieve pertinent information on a timely basis.

The Department of Corrections maintains a Security Threat Group (STG) management initiative that catalogs gangs and gang members in state prisons. From the data available, it appears that there is at least one gang member from each of Florida's 67 counties serving in state prison. While this initiative appears very thorough with respect to those who are inmates and have been identified as potential threats to prison security, it is unclear whether it captures all criminal gang members serving time in state prison or whether some of those who are cataloged as gang members for prison purposes might not be members of a criminal gang in a local community prior to entering prison.

As a consequence of the incomplete and loosely connected data on criminal gangs and gang members currently available, the coordinating council, together with regional task forces, must develop a simplified statewide system for the annual reporting of data on gangs and gang members. For the purpose of this strategy, the only data that needs to be collected annually is the name and geographical location of every identified criminal gang in a region, the number of members in each gang, and the nature and amount of criminal activity attrib-



uted to each gang during the preceding year (number of arrests and convictions of gang members).

Each regional task force should designate a single member to be responsible for collecting the data from the region each year and submitting it to the Office of the Attorney General. It is suggested that the easiest way to accomplish this collection task would be for each sheriff to take responsibility for collecting the data from his or her county using the resources of the office and information solicited from each police department in the county, the county jail, and the school resource officers of all the middle schools and high schools in the county. The designated regional task force member should work with each sheriff and his or her designee to screen the data collected from the various sources within the county for accuracy and to make sure there are no duplications.

The measuring period to be used in the collection of this gang data will be the fiscal year ending June 30 of each year. It will be the responsibility of each regional task force to collect the data from its region, organize it and submit it to the Attorney General no later than September 30 of each year.

It is recognized that for this strategy to meet its long-term objectives, law enforcement and prevention organizations will need more detailed data on gangs and gang membership than is outlined in this strategy. This is the data needed for metrics. It is the basic, fundamental data necessary to measure progress and success. Along the way, the members of the regional task forces and the coordinating council need to work with FDLE to improve and make more effective and efficient its periodic longer survey of gangs and gang membership. One of the first things each regional task force should do is to critique the current FDLE survey and make suggestions for improvement in the questions and data requested and help FDLE come up with a way to assure a more timely and complete response from those surveyed and a way to assure more accuracy and less duplication of data reported.

The regional task forces and the coordinating

council should also work with FDLE on improvements to InSite. Intelligence sharing is crucial to law enforcement and a more complete and workable database for intelligence sharing purposes to fight gangs would be invaluable. But the immediate goal is to gather the simple, basic data necessary for measuring progress and success.

## Prevention/Intervention Data

Unfortunately, Florida has no state database identifying existing prevention/intervention programs directed toward at-risk youth, nor any criteria for grading or measuring the success of existing programs. There is no repository of information as to which, if any, existing prevention programs in Florida specifically target children at risk of being recruited into gangs or their effectiveness. The very fact that gang membership appears to have steadily grown in Florida for a number of years suggests existing programs are not working, or at best, have had a limited impact on gang recruitment and growth.

The coordinating council or a designated state agency must gather a comprehensive list/database on all at-risk youth prevention programs operating in Florida. Included in this database should be an indication which, if any, of these programs specifically target children at risk of being recruited into gangs and how these programs operate.

As the regional task forces are formed and organized, they will be asked by the coordinating council to compile a list within their region of all prevention/intervention programs directed toward at-risk youth and designate which, if any, of these programs specifically target children at risk of being recruited into gangs. For those that target youth being recruited into gangs, the task force should determine the model and/or methodology being used by the program to address this targeted group and provide this information to the coordinating council. The list should be comprehensive and include both faith-based and non faith-based organizations and programs. Where identifiable, mentoring programs should

be included. In developing the list, the task forces should consider including local Boys and Girls Clubs; Urban League programs; YMCA programs; Police Athletic Leagues programs; United Way supported organizational programs; and any other after-school or community based programs or initiatives the task forces can identify.

As with the collection of gang data, the regional task forces should also collect and revise the prevention/intervention program data on an annual basis for the previous 12 months of a fiscal year concluding on June 30 and report the data to the Office of the Attorney General by September 30 each year. It is suggested that each task force identify a member to be in charge of the collection of this data and that a member of the task force from each county be designated to work with this person to collect the data and sort through it. All members of the regional task force should be called upon to contribute information and provide assistance in this effort.

The collection of this prevention/intervention program data in each region is not only important for statewide measurement of progress and success, it is also essential for the regional task forces to have this data in order to succeed in their prevention/intervention objectives. The collection of the base data should be the first priority of each task force.

A longer term goal of the coordinating council and the task forces should be the development of a methodology to measure the quality of success for prevention/intervention programs directed specifically at youth likely to be recruited into gangs. There appears to be a lot of literature on various prevention/intervention programs directed at these youth, but no known gauge exists for measuring the success or comparative success of these programs.

## **Workforce Development/Training Programs**

A sub-set of the prevention/intervention programs for youth at risk of being recruited into gangs are those specifically designed to engage these youth

in workforce development and/or training. As with most youth who engage in criminal activity and end up in state prisons, few gang members have developed marketable skills or held a job. Each task force should collect a list of all existing workforce development/training programs in the region. Most likely, these will be associated with area high schools, but there may be some prevention/intervention programs or community organizations with a workforce development component that exists separate and apart from the schools.

While existing organizations that are trying to address youth vulnerable to gang membership may already have a workforce development component, the likelihood is that the task force will have to foster, develop or coordinate this component in their regions. It may be that the task forces will have to develop such programs specifically for the targeted youth. Only with a good database of existing programs and available resources will this be possible.

## **Drug Rehabilitation/Treatment Program Data**

Studies indicate that drugs are intertwined with criminal gangs and gang members. It is believed that criminal gangs in Florida are the primary retail outlet for the sale of most types of illicit drugs. Many young gang members are drug users and may be addicted to one or more narcotics.

The Gang Reduction Strategy contemplates a coordinated effort between the regional task forces and drug prevention/rehabilitation/treatment programs in the local communities. Task forces should collect a list of all such programs in their region and involve them in their effort as appropriate. This data should be readily accessible. Task force leaders should seek the assistance of the Florida Office of Drug Control to access this data and help with the coordination of all drug related issues.

## Inmate Re-entry Data

Working with the Department of Corrections, and the coordinating council, each regional task force needs to collect a list of faith-based and non faith-based programs in the region which provide assistance to inmates leaving state prisons. The development of organized efforts in the state by non-profit organizations to provide assistance to offenders in acquiring jobs is gaining support in several parts of the state. The programs of these organizations need to be identified and assessed as to the number of released inmates who are able to be placed in jobs each year and how successful they may be in terms of keeping these individuals employed once they have acquired employment.

This data will be invaluable to both the task forces and the Department of Corrections in future efforts to divert gang members who leave prison from returning to a gang lifestyle. There are a few programs that exist in Florida that are specifically targeted to gang members who are re-entering society, and task forces should consider working with the existing programs. Task forces should work with the Department of Corrections in developing job opportunities for gang members re-entering society and methods of mentoring and following them for a substantial period of time after release from prison.

## Community Involvement

While the Department of Corrections will play the leading role in re-entry initiatives, community leaders and local law enforcement must also play an active role and partner in these efforts. Without local law enforcement officials and community leaders supporting community re-entry programs and addressing re-entry issues at a local level, the chances for sustainable success will be limited. Examples of quality partnerships exist all around the state. They include Jacksonville's Re-entry Center (Jacksonville Sheriff's Office), Broward County's Re-entry Coalition, and the Pinellas County Ex-Offender Re-entry Coalition. Coalitions and organizations such

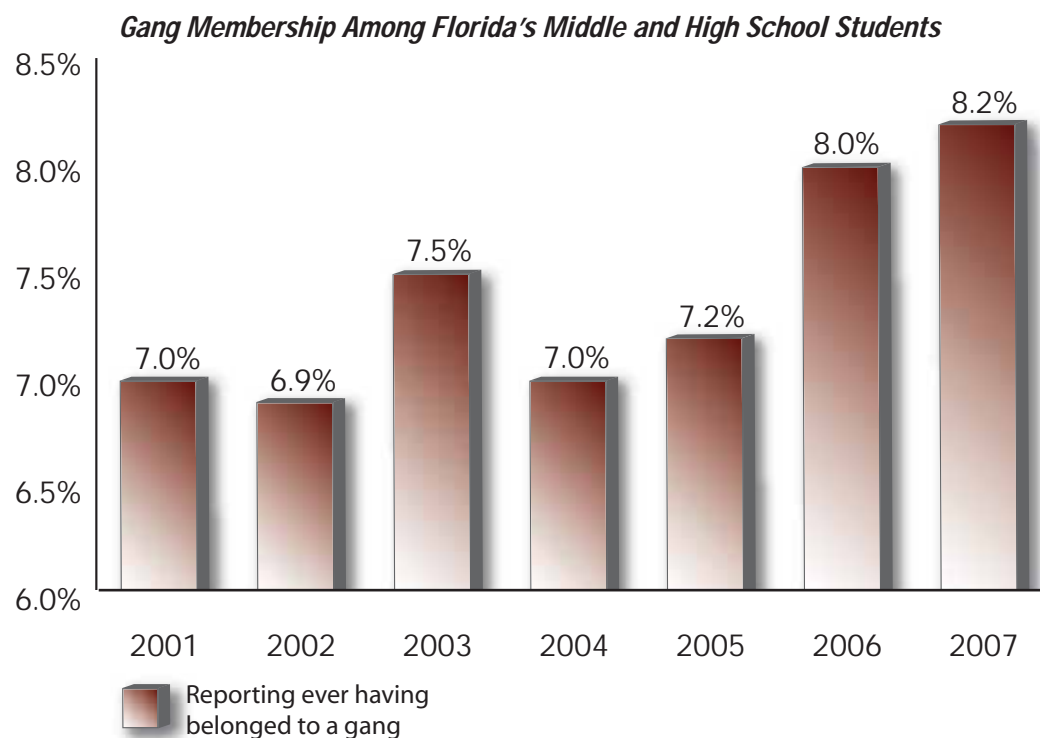
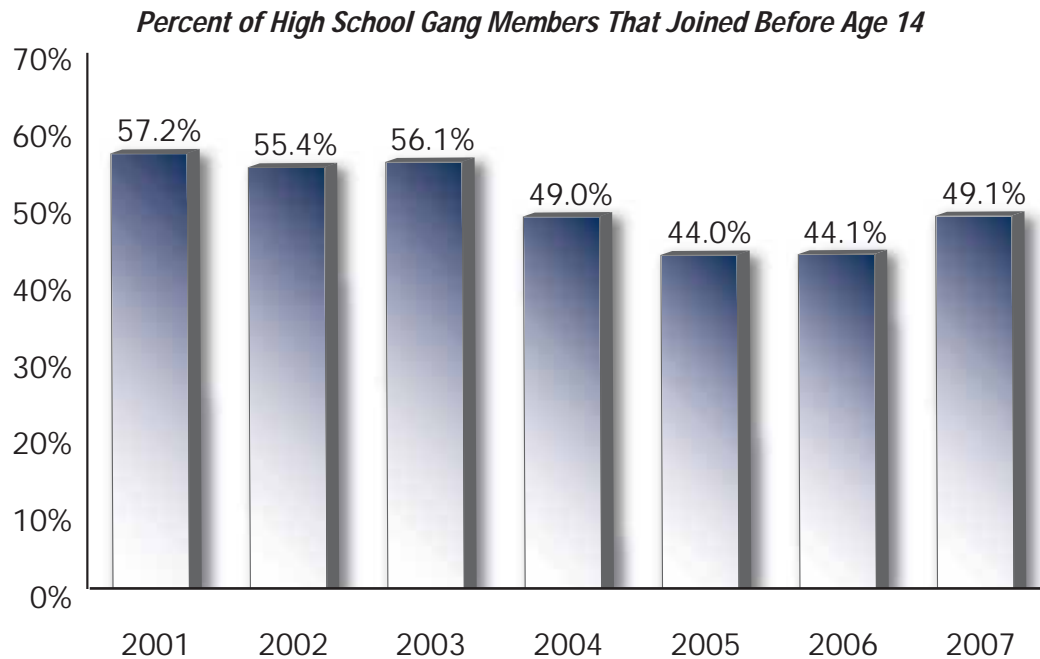
as these represent examples where state and local partnerships can work together toward executing a successful gang reduction strategy. Replicating these partnerships with local knowledge, combined with state resources, will provide continuity and effective re-entry programs for offenders who are members of criminal gangs both in state correctional systems and for those offenders on community supervision.

Both community leaders and the Department of Corrections will call upon members of the coordinating council for any assistance they may be able to give in developing or carrying out this plan for re-entering ex-offenders.

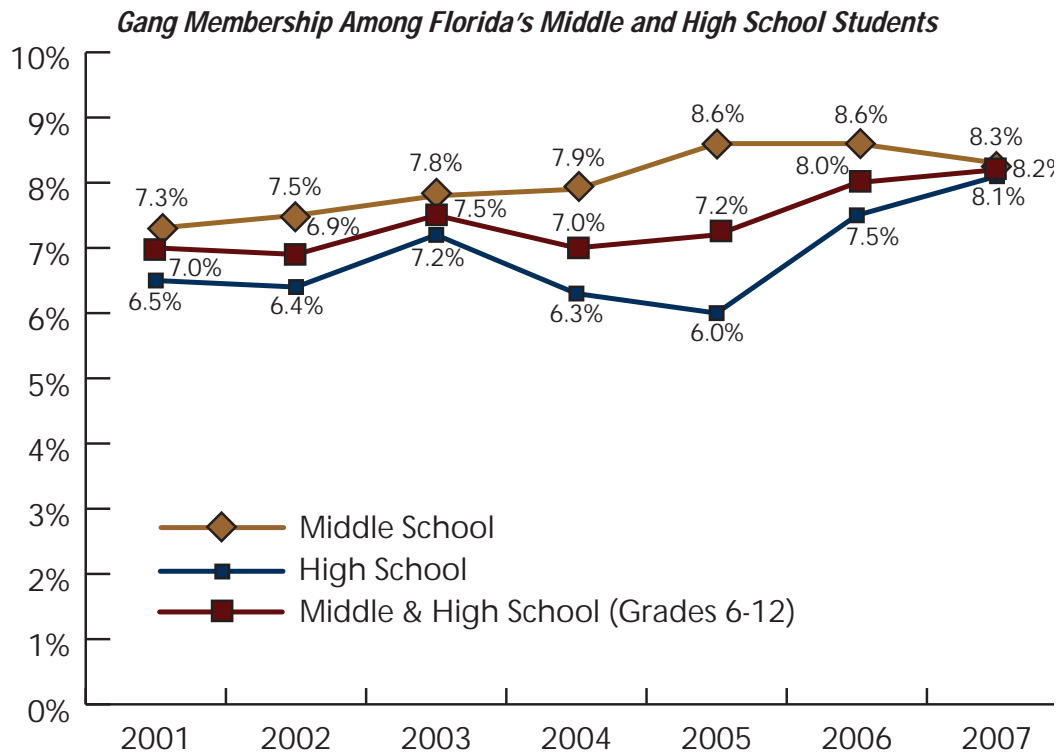
## Importance of Metrics

Metrics are essential to the carrying out of the objectives of this strategy. Each regional task force should not only develop a plan for carrying out its objectives, but also devise its own system to measure progress and success. The data to be gathered as described here will be necessary not only as information needed by the regional task force to develop its plans and carry them out, but also for the measurement of success and progress. In the same way, the coordinating council needs this data in order to measure statewide success and be able to determine what adjustments need to be made in the strategy.

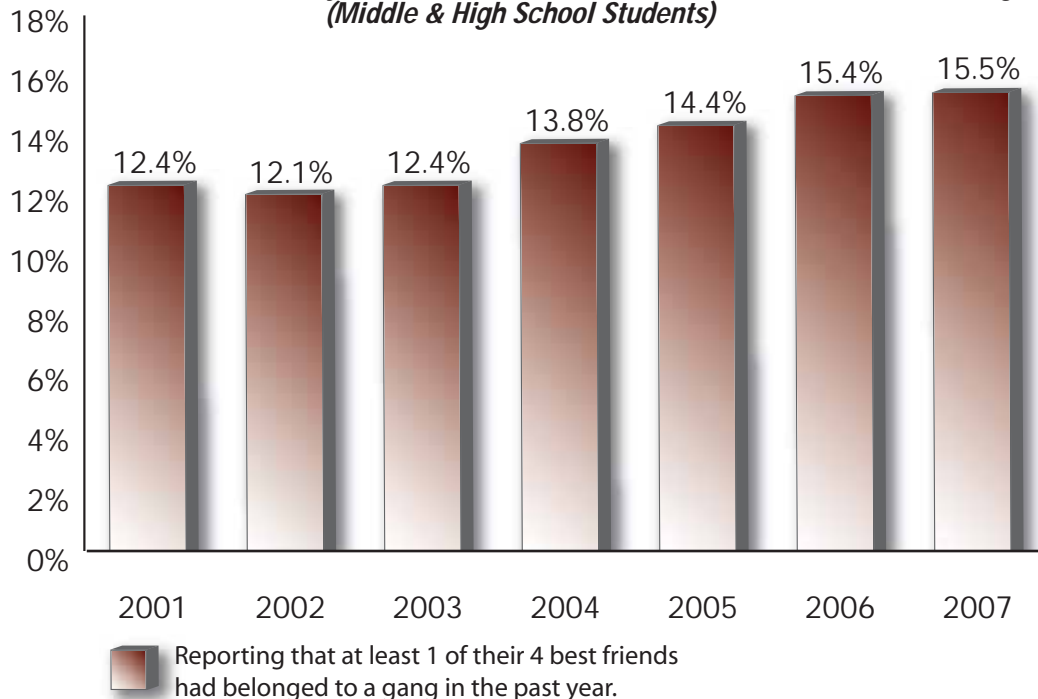
## Gang Data From the Florida Youth Substance Abuse Survey (2001-2007)



## Gang Data From the Florida Youth Substance Abuse Survey (2001-2007)

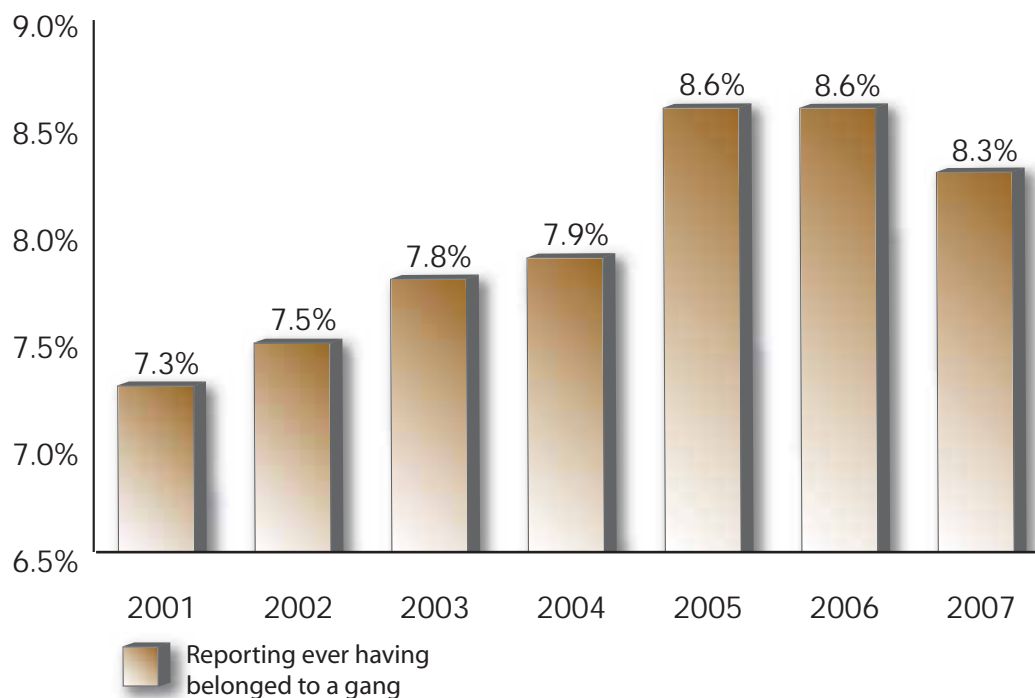


***In the Past Year, How Many of Your Four Best Friends Had Been Members of a Gang?  
(Middle & High School Students)***

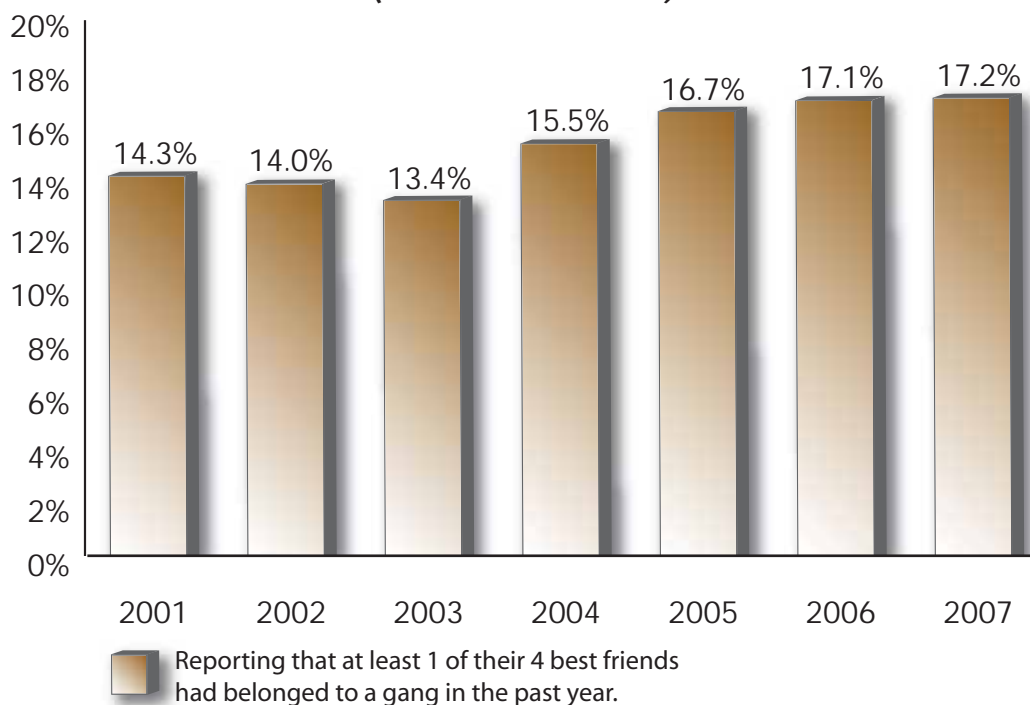


## Gang Data From the Florida Youth Substance Abuse Survey (2001-2007)

*Gang Membership Among Florida's Middle School Students*

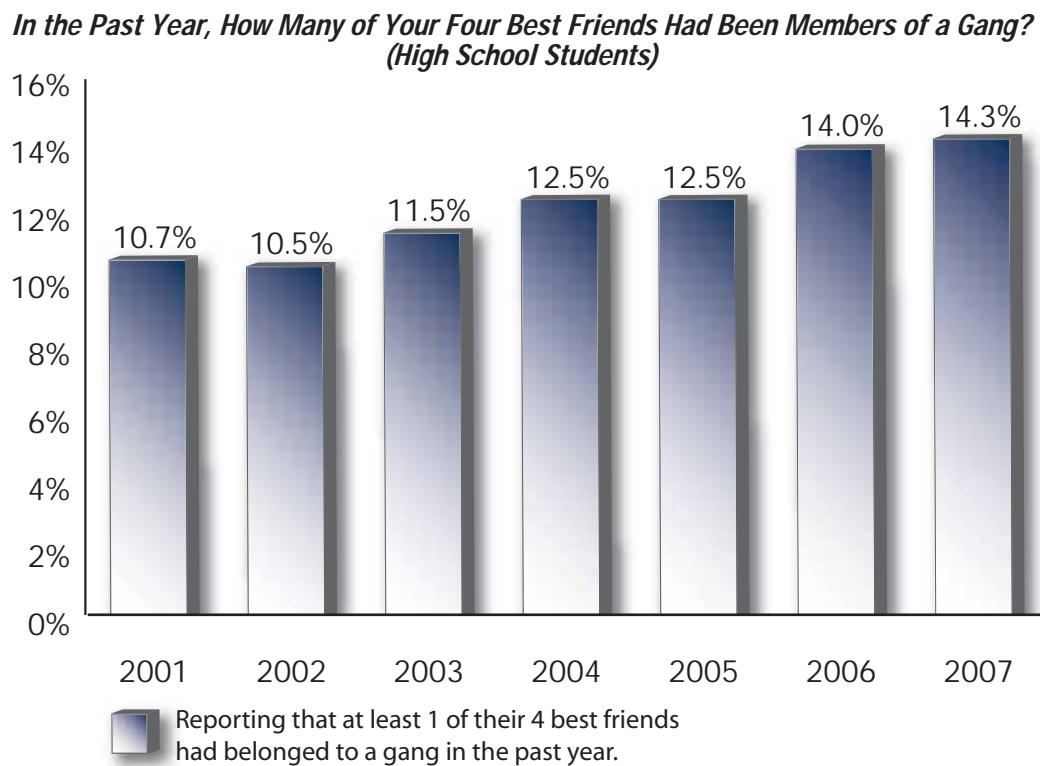
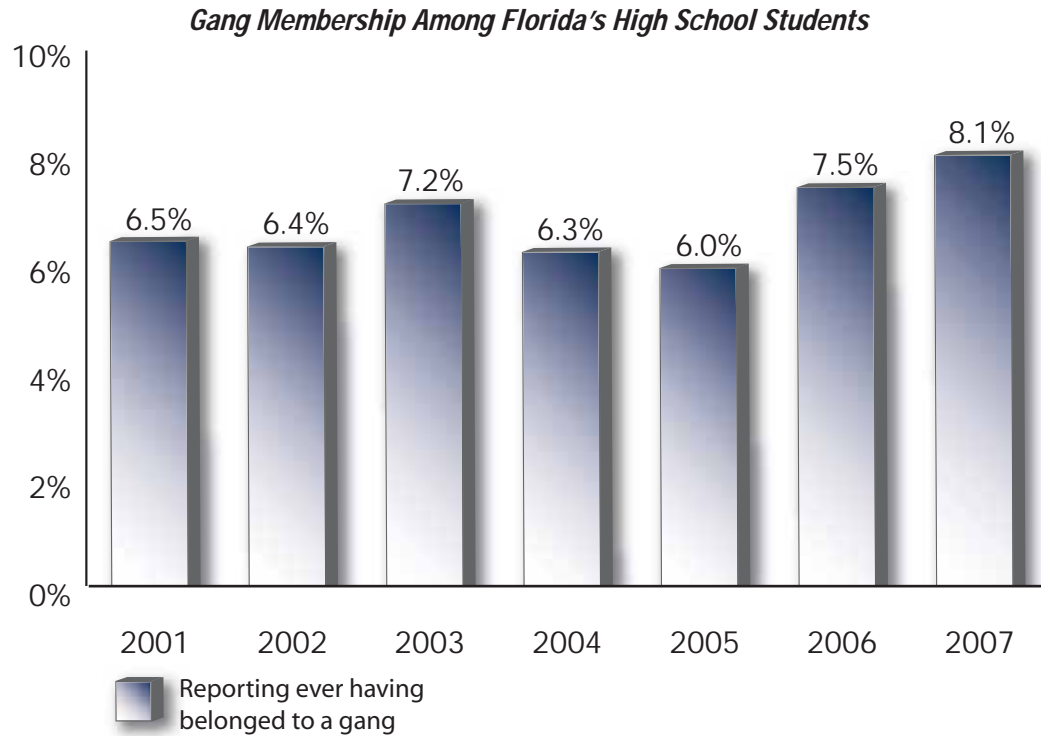


*In the Past Year, How Many of Your Four Best Friends Had Been Members of a Gang? (Middle School Students)*





## Gang Data From the Florida Youth Substance Abuse Survey (2001-2007)



# Resources

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The Gang Reduction Strategy is a blueprint for organizing existing resources to stop and reverse the growth of gangs and gang membership in the state and render gangs ineffectual. It does not contemplate any additional government funding or increased manpower. Some re-allocation of existing manpower and resources by different levels of government and non-governmental entities will be necessary to accomplish the goals and objectives. But there are other types of resources available to assist.

All of the state agencies participating in the coordinating council are available to help the regional task forces and their members and participants accomplish the goals and objectives of the strategy. Members of the coordinating council have agreed to donate staff time and resources to carry out its coordinating function and help collect and analyze data and identify materials and assets for the regional task forces.

There are a number of prominent prevention programs around the nation that have had some success in fighting gangs. The regional task forces are urged to review and draw upon these programs for ideas and potential support of their plans. At the same time, each regional task force is expected to build its own plan and carry it out, not simply copy one or more of the other projects or programs.

Where additional funding may be necessary, participants are expected to seek grants from non-profit organizations or the federal government or draw upon support from colleges and universities where funding may have already been obtained for research, pilot projects or the like that could be correlated to the needs of the task forces and participants. There are a number of foundations in Florida and across the nation that have in their charters special interest in contributing to causes

that relate to the gang issues in this strategy. The coordinating council is prepared to assist the regional task forces and participating organizations in seeking support from these foundations.

## State Agencies

Each state agency participating in the coordinating council has expertise of its own that could be very valuable to regional task forces and participants in preparing plans and working to achieve the goals and objectives of the strategy. For reference, some of the applicable duties of each state agency are listed here along with an indication of some of their current responsibilities and activities that are related to anti-gang efforts and might give indication of how the agency can assist in the strategy.

### *Office of the Attorney General*

As Florida's chief legal advocate the Attorney General will take the lead in implementing this Gang Reduction Strategy. With the assistance of participating agencies, he will assure the role of the coordinating council is fulfilled and assist the regional task forces in planning and carrying out plans to utilize the strategy.

The Attorney General will pursue enhancements to existing statutes or when appropriate the creation of new laws to combat criminal gangs. The Attorney General's Office of Statewide Prosecution will continue its prosecution of gang members under the criminal racketeering statute. Charging under these laws not only enables prosecutors to seek stronger sentences against gang members, but also hampers the gang's ability to generate the money they need to survive. Using the racketeering charge, authorities target the gang as an organized criminal enterprise, often useful when witnesses or victims are unwilling to testify against gang members.



A Statewide Grand Jury was convened in August 2007 to investigate criminal gang activity. Several indictments have been issued and more are expected. The jurors also studied various criminal issues and made recommendations on needed laws to deter gang activities and punish those involved in these pursuits. A summary of the 1st Interim Report of the Statewide Grand Jury on Criminal Gangs and Gang Related Violence is located in Appendix B of the strategy.

### ***Department of Education***

The overarching goal for the Florida Department of Education is the success of all Florida students. The Department sets strategic imperatives to develop and implement standards and measures that focus on high student achievement. School success is a strong protective factor contributing to the prevention of youth engagement in delinquent and other risk behaviors. A student's school success is demonstrated through both academic achievement and level of attachment to school. Low academic performance can contribute to a student's risk for gang affiliation.<sup>1</sup> In addition, a school's ability to engage a student can significantly influence a student's behavior, including risk for gang involvement.<sup>2</sup> Students who feel connected to school are less likely to engage in violent or deviant behavior.<sup>3</sup>

There is a direct relationship between safe youth, safe schools, and academic success.<sup>4</sup> The Centers for Disease Control reported, "Violence at school can inhibit learning, affect school performance, and even reduce school attendance."<sup>5</sup> The presence of gangs in schools can disrupt the learning process for students, and create a climate of threat, intimidation, and violence. The Department of Education will work with local education agencies to develop and/or enhance existing action plans targeted specifically toward reducing youth gang involvement. The Department will utilize the already existing infrastructure of district contacts for Safety and Security, Safe & Drug Free Schools, and Dropout Prevention to disseminate information regarding best practices for gang awareness training, gang suppression

tactics within schools, gang prevention programs, and targeted gang intervention strategies. District and school level action plans should include a four pronged approach:

**Universal Prevention:** Strengthen prevention services and positive school climate to improve academic and social outcomes for all students. Strategies/activities include:

- Implement evidence-based substance abuse and violence prevention programs that include anti-gang self-concepts, and teach resiliency skills that empower youth to make good choices and reject gang involvement.
- Implement a school-wide bullying prevention program.
- Provide students with positive role models who offer nurturing, supportive, and caring relationships.
- Employ consistent enforcement of policies and procedures for acceptable student behavior; discipline with positive supports.
- Teach academic skills, social skill development, and critical thinking skills.
- Engage parents/guardians by involving them in actively supervising youth behavior.
- Access business/community resources and create partnerships with community organizations that support positive youth development opportunities such as after-school programs.

**Campus Gang Suppression/School Level Targeted Intervention:** Partner with law enforcement to create a school safety team to:

- Assess threat of gangs on campus by identifying gangs and gang members on campus and surrounding neighborhoods, by identifying leaders and leadership structure, and by assessing how gangs are affecting campus.
- Establish a neutral school by enforcing policies and procedures that do not tolerate gang identifiers, by removing graffiti,

and by other methods that establish a safe and secure school zone.

- Be consistent with enforcement of gang suppression strategies.
- Implement effective reporting and documentation practices.

**Individual Level Intervention:** Identify students who are at greater risk for gang recruitment and gang involvement. Types of intervention techniques include:

- Establishing protocols for early identification for risk of gang involvement.
- Employing research-based behavioral intervention methods.
- Providing focused mentoring relationships.
- Making student assistance programs available that provide additional supports for academic, social, and employment skills development.

**Parent and Teacher Training and Education:** Be proactive by empowering parents/families and school personnel to be aware of gang activities and gang-involved youth.

- Provide teachers and school personnel with training that includes gang awareness, conflict resolution, de-escalating methods for verbal conflicts, diversity training, self-defense training, and safe techniques to intervene in a fight
- Provide parents and families with gang awareness resources, prevention, and intervention information

Schools can create an organizational structure and culture that do not tolerate gang recruitment or gang activity on their campuses. More significantly, since children spend most of their time at school, schools are an excellent avenue to educate youth and their families about the negative consequences of gang involvement. Prevention and intervention settings can be localized within schools to empower youth to reject gang involvement as well as gang affiliation.

## ***Department of Children and Families***

The Florida Department of Children and Families (DCF) protects the vulnerable, promotes strong and economically self-sufficient families, and advances personal and family recovery and resiliency. The DCF delivers foster care, adoption, substance abuse, mental health, homeless and other services through local and community-based organizations. The DCF's services to vulnerable children and youth positions the Department and its partners to support the Gang Reduction Strategy's prevention/intervention pillar through normal daily operations.

Even though most Department of Children and Families services to children and youth have an overall preventative effect, the agency will focus its activities on the most vulnerable populations for gang recruitment – children in foster care and young adults who have aged out of foster care. These children and youth come from dysfunctional families. They do not have strong ties to family or a trusted adult, have low self-esteem, and are likely to be a grade-level or more behind in school. Therefore, the Department of Children and Families, in cooperation with the Department of Education, Department of Juvenile Justice and the Office of Drug Control will enable children in foster care and young adults who were formerly in foster care to develop the skills necessary for successful transition to adulthood and self-sufficiency.

The specific objectives associated with this goal are:

- Ensure youth have an adult who is invested in his or her well-being, especially education.
- Increase the number of youth graduating from high school and post-secondary education.
  - ◆ Increase the educational stability of children in foster care by increasing the number of foster children remaining in their same school, when feasible, or improve the transition between schools and school districts when school moves occur.

- ◆ Facilitate youth having supports to enter into, and complete high school and post-secondary education.
- ◆ Enhance the supports to prevent school dropout, truancy, and disciplinary actions.
- Enhance opportunities and supports for youth to fully participate in all aspects of the primary and secondary school experience as well as activities to enhance normalcy.
- Increase the number of youth who obtain a job that provides a living wage by implementing “Operation Full Employment” to employ 100 youth in foster care in the Department; and challenging statewide employer/agency collaborations that help first-time workers enter and advance in the workplace.
- Continue to support the development and implementation of a transitional living or subsidized independent living housing experience for those youth aging out of foster care at age 17 who will not have the option of remaining in a foster care family home or group home.
- Provide substance abuse and mental health services for youth and families to reduce risk factors for gang involvement.
- Assist Florida communities in developing substance abuse prevention coalitions that implement strategies to reduce environmental factors contributing to gang involvement.

Also, the Department of Children and Families’ Substance Abuse Program Office will collaborate with the Governor’s Office of Drug Control, Department of Health, Department of Education, and Department of Juvenile Justice to administer the Florida Youth Substance Abuse Survey.

### ***Department of Law Enforcement***

The Florida Department of Law Enforcement (FDLE) is committed to providing timely and accurate criminal justice information to prevent crime,

solve cases, recover property, and to identify persons with criminal warrants, arrests, and convictions. The FDLE also provides statistical and analytical information about crime to policymakers and the public so that informed decisions can be made regarding the best way to combat and prevent crime. The agency is vital in providing an overall analysis of criminal gang activity and gang-related crime in Florida.

Gathering and deciphering actionable intelligence on criminal gangs is fundamental to successful suppression operations. As part of a comprehensive statewide strategy to address Florida’s violent crime problem, FDLE has partnered with local, state and federal agencies to develop a proactive enforcement effort to focus on major violent crime components which includes an emphasis on criminal gangs. The FDLE has coordinated regional summits with sheriffs, police chiefs, state attorneys, and other partners to discuss current initiatives and proposals to combat violent and gang associated crime throughout the state. The criminal gang component of FDLE’s statewide violent crime strategy includes the following:

- Investigative/Enforcement Operations
  - ◆ Establishing regional advisory groups representing federal, state and local agencies. The advisory groups will meet on a regular basis to enhance existing regional violent crime teams by exchanging gang specific operational and investigative information.
  - ◆ FDLE has also designated a statewide coordinator for its gang-related investigative efforts.
- Intelligence/Information Sharing
  - ◆ Expanding current intelligence structure and designating intelligence agents and analysts in each of FDLE’s seven regions. The unique responsibilities of these agents and analysts will be their focused collection efforts directed by the Office of Statewide Intelligence to identify

current and emerging trends with a priority on criminal gangs.

- ◆ Increasing the automation of gang-related intelligence information through the criminal gang module of Florida Intelligence Site (InSite) which provides law enforcement agencies throughout the state with a secure database of active criminal intelligence and investigative information regarding gangs, gang members and gang-related crimes. FDLE will work with regional analysts to enter local agency intelligence information into InSite and provide InSite training to local law enforcement agencies.



- ◆ Establishing analyst teams/pools in each FDLE region to enhance intelligence and information sharing.
- Violent Fugitive Apprehension
  - ◆ Expanding the use of advanced technology that can aid investigators in rapidly identifying, locating, and apprehending violent criminals using cellular, global positioning satellite and computer technology.
  - ◆ Partnering with the United States Marshal's Office to enhance violent fugitive apprehension efforts statewide with an emphasis on identifying and apprehending known gang members with violent criminal histories involving firearms.
- Training and Awareness Programs
  - ◆ FDLE will provide specialized training to both internal members and local law enforcement on conducting major gang investigations. The

agency will continue to develop and deliver basic, intermediate and advanced violent crime/criminal gang awareness and training for local law enforcement agencies.

### *Department of Juvenile Justice*

The Florida Department of Juvenile Justice (DJJ) will provide youth entering their system or in some cases youth at-risk of entering their system, effective prevention, intervention, and treatment services. DJJ is in a position to have considerable influence on a young person's need or decision to become affiliated with a criminal gang. The agency's sustained anti-gang efforts and commitment to prevention will ultimately impact criminal gang activity statewide.

A Statewide Gang Steering Committee was formed within the Department with representatives from all program areas, as well as education, legislative affairs, general counsel, management information systems, and staff development and training. An Action Plan was developed which included:

- A statewide assessment of current gang identification, intervention, and suppression practices.
- A statewide assessment of current gang issues to identify the needs at the local and regional levels.
- A statewide assessment of the current gang training provided to Department personnel.
- Identification of gang awareness curriculum to enhance current training.
- Identification of personnel to serve as:
  - ◆ Regional Gang Coordinators
  - ◆ Circuit Gang Liaisons
  - ◆ Local Gang Representatives
  - ◆ Certified Gang Trainers

The Steering Committee outlined the following areas to be addressed for the Gang Free DJJ Initiative to be successful:



**Prevention:** develop a comprehensive prevention program in collaboration with local community officials and stakeholders to prevent youth from becoming involved with gangs.

**Education:** implement curriculum that addresses youth at all levels of gang involvement within our system and to provide additional gang-related training for all direct care staff.

**Identification:** partner with the Florida Department of Law Enforcement to assist in identifying youth affiliated with gangs as determined by statutory criteria through the use of the already established FDLE gang data base InSite. Integrate the InSite system with the Juvenile Justice Information System to afford uploading of information gathered by DJJ personnel.

**Intervention:** provide services to youth under the supervision of, or in the custody of, the Department that have been identified as gang associates, members, or at-risk to become involved with gangs. DJJ will target evidence-based programs that are proven effective in achieving desired outcomes or will include a research component to interventions that are not already identified as evidence-based.

**Suppression:** maintain a “Gang Free DJJ” environment within all program areas by the incorporation of a “zero-tolerance” policy for any and all gang activity.

**Legislation:** secure funding from the Florida Legislature to assist in the implementation of the Gang Free DJJ Initiative.

Beginning with prevention, DJJ is taking a multi-disciplinary approach to combat gangs. DJJ will be reaching out to local law enforcement agen-



cies, the leaders of faith-based programs, community partners, and the citizens of Florida for assistance in its gang reduction efforts.

Working with the most vulnerable children, strengthening families, educating communities, and providing pro-social activities for youth are paramount.

The Department of Juvenile Justice has identified relevant curriculum and is in the process of piloting programs throughout Florida. Youth

who are gang members, associates, or at-risk of recruitment within DJJ facilities and communities shall be provided services to assist them in understanding the dangers of gang involvement and the tools to disassociate from their gang.

Representatives from DJJ have been working side-by-side with FDLE to allow staff to enter gang data that will interface with FDLE's InSite. This collaborative effort will be a resource for law enforcement and will have a tremendous impact on DJJ's ability to keep youth safe while in custody. This database will assist DJJ in identifying youth that are associated with gangs or are gang members, and putting the necessary services in place to meet their needs.

### *Department of Corrections*

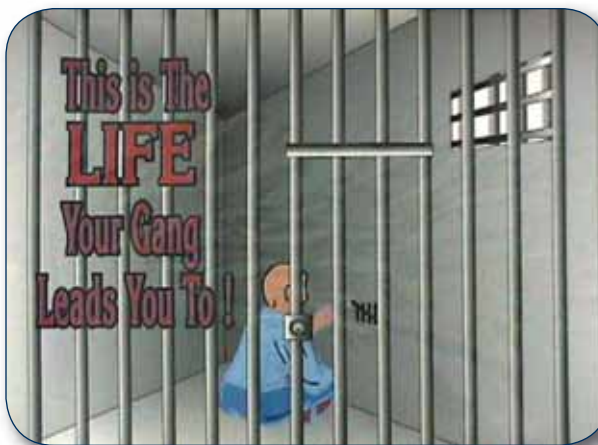
The Florida Department of Corrections will secure all gang members it receives in its prisons, deny them a base of operations or any chance to network, and take disciplinary action whenever any of them seek to continue gang-like behavior. To that end, in 1992 the Department began efforts in identifying the levels of gang activity within its inmate/offender population. Although corrections officials had not realized a significant number of disruptive incidents attributed to gang activity, national trends and an increase in the intake of younger inmates

prompted the formation of the Security Threat Group (STG) management initiative.

The mission of the Security Threat Intelligence Unit (STIU) is to maintain a safe and secure operation for correctional/probation officers, visitors, and inmates/offenders by identifying, certifying and monitoring STG activity, coordinating all intelligence with fellow criminal justice agencies, and providing community awareness programs and education. After placement in the correctional system, the inmates prone to gang membership tend to mirror gangs in the community. An exception to the similarity exists in that prison gangs tend to gravitate and identify along racial lines, whereas the majority of gangs reported in Florida are multi-cultural allegiances.

The result is the comprehensive intelligence gathering program that has given Florida a “blueprint” of gang activity. The STIU is now recognized as a national leader in STG identification, assessment and management. Although the STIU’s primary focus is on inmates and offenders, the unit is committed to sharing what they learn with other criminal justice agencies and the public.

In response to the staggering statistics on the projected inmate population, the Department of Corrections has made reducing recidivism a major focus. It is important to note that each year approximately 34,000 inmates are released from the Department of Corrections.<sup>6</sup> The STIU will continue to expand their synchronization with outside agencies by notifying local law enforcement when a gang member is released from prison. By enhanced coordination with local law enforcement, communities will be able to monitor, and when appropriate, provide services for the reintegration, or in some cases, the integration of a former gang member into a productive, law-abiding citizen.



To accomplish the task of offender reintegration the Department of Corrections changed its mission in May 2007 to state, “To protect the public, ensure the safety of Department personnel, and provide for the proper care and supervision of all offenders under our jurisdiction while assisting, as appropriate, their re-entry into society.” Coupled

with this change to the mission statement, the Department set a goal of bringing the recidivism rate down from its present rate of 32% to 20% or less by 2012. The Department envisions that, if accomplished, the criminal justice system will see a significant reduction in the demands that repeat offenders exert and provide safer communities for the citizens of Florida and those who visit the state.

In addition to the re-entry of offenders, the Department of Corrections has also been contributing many hours annually in community service projects through inmate labor. Aside from contracting with the Florida Department of Transportation and local communities to keep roads, highways, and parks clean, communities and civic organizations can contract with the Department to aggressively eliminate gang graffiti and the other visible stains left by gangs. Graffiti and gang “tagging” are stigmas on Florida’s communities and without an effective means to continually remove them gangs continue to mark their territory on roads, buildings, and signs. Being vigilant and not tolerating any gang defacing neighborhoods will amplify the collective community resistance to gangs.

### *Office of Drug Control*

The Florida Office of Drug Control (ODC), located in the Executive Office of the Governor, collaborates with the Office of Planning and Budget to implement a statewide drug abatement strategy that utilizes a three-pronged approach of drug



abuse prevention, treatment and counter-narcotics law enforcement efforts to limit the devastation of substance abuse in Florida's diverse communities.

The Office of Drug Control has developed powerful and persuasive prevention campaigns that the Gang Reduction Strategy can build upon. By working closely with other state and local agencies in the development of evidence-based prevention practices, substantial positive increases in Florida's youth rejecting the use of tobacco, illegal drugs and prescription drug abuse have been achieved over the past seven years.

In addition to lending expertise on drug abuse prevention campaigns, the Office of Drug Control has also developed anti-drug prevention coalitions in all 67 Florida counties. These associations have been instrumental in developing and implementing best practices in their community to address those substance abuse problems germane to their area. Leaders in Florida's neighborhoods reject the idea that their cities cannot overcome problems relating to substance abuse. Rather, they have banded together to create broad based initiatives that have helped stem the tide of drug abuse in our state. Gang reduction efforts will therefore seek to mirror the successes that have been built by the Florida Office of Drug Control, and leverage the ODC's expertise to get these 67 drug prevention coalitions to adopt a wider mission.

The Office of Drug Control is uniquely positioned to develop and enhance initiatives for both gang prevention/intervention and suppression. First,

because gangs derive much strength from narcotics distribution, continuing ODC's successes in decreasing demand for drugs through effective drug prevention and treatment programs acts to reduce the potential financial resources available to gang-connected drug dealers. Simply put, fewer drug users mean fewer customers, and no business survives without customers. Secondly, in addition to their efforts to reduce drug demand, the Office of Drug Control has also played a critical role in furthering statewide law enforcement coordination by assisting with multiple statewide counterdrug interdiction operations over the past decade.

### ***Department of Highway Safety & Motor Vehicles***

The Florida Department of Highway Safety and Motor Vehicles (DHSMV), Division of the Florida Highway Patrol (FHP), aggressively attempts to reduce criminal activities occurring on Florida's highways through detection, prevention, and enforcement of criminal laws relating to highway violence, transportation of illegal drugs/contraband, auto theft, driver license fraud, and other criminal activities. The work of the Department promotes a safe driving environment through aggressive law enforcement, public education, and safety awareness by reducing the number and severity of traffic crashes in Florida, preserving and protecting human life, property, and the rights of all people in accordance with the constitutions and laws of the United States and the state of Florida.

The Florida Highway Patrol, Bureau of Investigations, is responsible for criminal investigations involving driver's license fraud which at times involves identity theft, motor vehicle theft, title fraud, cargo theft, and other criminal activities associated with motor vehicles and drivers. According to the Federal Bureau of Investigation, statistical data shows the number of cases of identity theft and credit card thefts being perpetrated by gang members has increased dramatically.

There are ten Florida Highway Patrol troops geographically located throughout the state that



participate in multi-agency operations and local task force operations. One of the local task force actions that targets violent criminals is Operation Safe Streets, which is a joint operation between the Florida Highway Patrol and the Jacksonville Sheriff's Office. This program emphasizes high visibility patrol in geographic areas that are statistically over-represented in criminal activity. The FHP participates in the Multi-Agency Gang Task Force of Southwest Florida and in Palm Beach County, and troopers also participate in the Violent Crime Task Force.

An essential part of the FHP is their Contraband Interdiction Program (CIP), which consists of specially trained troopers designated as felony officers and canine handlers. These troopers are strategically assigned throughout the state to patrol the interstate system and other highways in order to interdict drug couriers and other criminal activity. The CIP assists other federal, state, and local law enforcement agencies in the detection and apprehension of drug traffickers and other criminal offenders that utilize the roadways of Florida. The CIP is an active participant in various enforcement operations coordinated by the Florida Office of Drug Control.

International, and to a smaller extent local criminal gangs, are aware of Florida's position as an entry point for both legal and illegal products from around the world. The highway system will not succumb to unabated, widespread use by criminal gangs. The CIP is equipped with sophisticated drug detection equipment, such as fiber optic scopes, drug detection devices, electronic measuring devices, dual-purpose canines, and various other tools. The program will be important to cut off criminal gangs' ability to traffic illegal drugs or conduct other illegal activities across Florida's vast highway system.

During the period 2003-2007 the FHP seized 5,821 pounds of marijuana, 1,354 pounds of cocaine, 11 pounds of crack cocaine, 36 pounds of heroin, 15 pounds of methamphetamine, 9.1 million dollars in U.S. currency and other types of illegal drugs, paraphernalia, and weapons. The

total value of illegal drugs seized in this period is 25.1 million dollars. These seizures resulted from 7,464 drug cases and 16,209 drug related arrests.

According to the Federal Bureau of Investigation, gangs are heavily involved in and use drug trafficking as their primary means of financial gain. Collectively, these efforts can have a significant impact on the financial resources of many gangs operating in Florida. The Florida Highway Patrol remains a key ally on the front lines of interrupting the flow of drugs and weapons. By providing enhanced training and through effective cooperation the FHP is positioned statewide to gather and share vital intelligence, apprehend gang members in transit, and keep Florida's highways safe.

## Well Known Existing Prevention Programs

There are many efforts that have been made across the nation to fight criminal gangs. Some have been more successful than others. Some have worked for a while and then not been so successful. All have some merit and may provide guidelines and ideas for the regional task forces to draw upon. What follows is a brief outline of some of the more prominent of these programs and projects.

### *OJJDP Comprehensive Model*

On February 15, 2006, the Department of Justice launched an initiative to combat gang violence, under its Project Safe Neighborhoods. The strategy is twofold. First, prioritize prevention programs to provide America's youth and offenders returning to the community with opportunities that help them resist gang involvement. Second, ensure robust enforcement policies when gang-related violence does occur.

As reported in the most recent National Youth Gang Survey, some 760,000 gang members and 24,000 gangs were active in more than 2,900 U.S. jurisdictions in 2004, representing all 50 states and all cities with a population over 250,000. As most gang members join between the ages of 12



and 15, prevention is a critical strategy within a comprehensive response to gangs that includes law enforcement, prosecution, and re-entry.

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) developed a Comprehensive Gang Model that communities in Florida can use to build sustained coalitions. The model is based on five core strategies, with an emphasis on accurate, data driven assessments of the problem as being critical for the model to work. The following program development process will facilitate implementing the five core strategies, they include:

**1. Acknowledgment of the problem.** The presence of a youth gang problem must be recognized before anything meaningful can be done to address it. If denial is present, it must be confronted.

**2. Assessment of the problem.** Those with responsibility for addressing the problem—representatives of police, schools, probation, youth agencies, grass-roots organizations, government, and others—participate in identifying its nature and causes and recommend appropriate responses. The assessment results in an understanding of who is involved in gang crime and where in the community it is concentrated. This, in conjunction with other data and information, enables targeting:

- Gang-involved youth
- The most violent gangs
- The area(s) where gang crime most often occurs

**3. Setting goals and objectives.** Once the problem is described, goals and objectives based on the assessment findings are established. These should emphasize changes the Steering Committee wants to bring about in the target area.

**4. Relevant services and activities.** Rationales for services, tactics, and policies and procedures that involve each of the key agencies are articulated and then implemented for each of the five core strategies. These activities must be closely coordinated or integrated to ensure that the work of collaborating agencies is complementary. Representatives of those organizations that will have

the most direct contact with the target youth—police, probation, schools, and youth workers—should form an Intervention Team and have regular meetings to share critical information, plan, and act collaboratively on individual youth and gang activity in the target area. Thus, the resources of collaborating agencies are focused on a group of young people who are involved in gangs.

It is important to remember that while youth gang members must be held accountable for their criminal acts, they also must be provided with services for their academic, economic, and social needs. Gang members must be encouraged to control their behavior and to participate in legitimate mainstream activities. At the same time, external controls on gang and gang-member behavior must be exercised. For some gang members, secure confinement will be necessary. For others, graduated degrees of community-based supervision, ranging from continuous sight or electronic supervision to incarceration, will be appropriate. It is important that youth understand that they will face consequences if they do not follow rules, laws, conditions, or reasonable expectations of the program. It also may be important to develop a set of incentives for compliance with the program. Thus, a range of services and sanctions is required, often in some interactive way. To be effective in this approach, an understanding of how a youth's family, peers, and others are involved is important.

This approach is very consistent with community policing, which promotes and supports organizational strategies to address and reduce the fear of crime and social disorder through problem-solving tactics and community-police partnerships. In this Model, gang unit, community policing, or other officers are involved in the problem-solving process at the street level while senior officers work with the policy makers.

The work of the collaborating agencies is overseen by a Steering Committee of policy or decision makers from agencies and organizations that have an interest in or responsibility for addressing the community's gang problem. These representatives should not only set policy and oversee the

overall direction of the gang program, but they should take responsibility for spearheading efforts in their own organizations to remove barriers to services, and to social and economic opportunities; develop effective criminal justice, school, and social agency procedures; and promote policies that will further the goals of the gang strategy.

**5. Evaluation.** Results from evaluations have shown that the Model is effective in lowering crime rates among youth gang members. Preliminary results from an evaluation of five communities chosen as demonstration sites for the Model show that a combination of intervention, suppression, and prevention strategies, along with a coordinated team approach to delivering services, are effective in having a positive impact on reducing gang crime. For these reasons, the incorporation of a strong evaluation component as the initiative is taking form and throughout the life of the program is critical to assessing the impact of the program. Using the five core strategies, the OJJDP Comprehensive Gang Model supports a multifaceted approach that includes eight critical elements.

1. Initial and continuous problem assessment using qualitative and quantitative data
2. Targeting of the area and those populations of individuals most closely associated with the problem, as described in the assessment
3. Mix of the five key strategies: community mobilization, social intervention, opportunities provision, suppression, and organizational change/ development
4. A Steering Committee to oversee and guide the project
5. A direct contact intervention team that includes police, probation, outreach staff, and others
6. A plan for coordinating efforts of and sharing appropriate information among those who work with the youth on a daily basis, the Steering Committee, and persons within the partner organizations

7. Community capacity building to sustain the project and address issues that are long-term in nature
8. Ongoing data collection and analysis to inform the process and evaluate its impact

These eight elements should be used to focus interventions toward specific types of criminal gangs (from sophisticated to loosely organized gangs) and varying levels of the problem (violent crimes, drug distribution, robbery or property crimes).

OJJDP's Gang Reduction Program is designed to reduce gang activity in targeted neighborhoods by incorporating a broad spectrum of research-based interventions to address the range of personal, family, and community factors that contribute to juvenile delinquency and gang activity. The program integrates local, state, and federal resources to incorporate state-of-the-art practices in prevention, intervention, and suppression. As part of this program, OJJDP has developed a Strategic Planning Tool to help communities assess and address local youth gang problems.

The Gang Reduction Program is funding pilot sites in four communities characterized by significant existing program investment, strong indicators of citizen involvement, and high rates of crime and gang activity. The sites are located in:

- East Los Angeles, CA (Mayor's Office for the City of Los Angeles).
- Milwaukee, WI (Wisconsin Office of Justice Assistance).
- North Miami Beach, FL (Florida Governor's Office of Drug Control).
- Richmond, VA (Virginia Attorney General's Office).

The latest gang-related resources may be found on OJJDP's Web site at:

<http://ojjdp.ncjrs.gov/programs/antigang>.

### *The PanZou Project, Inc.*

The PanZou Project, Inc. (Gang Reduction Program) in North Miami Beach, FL began as a grant funded

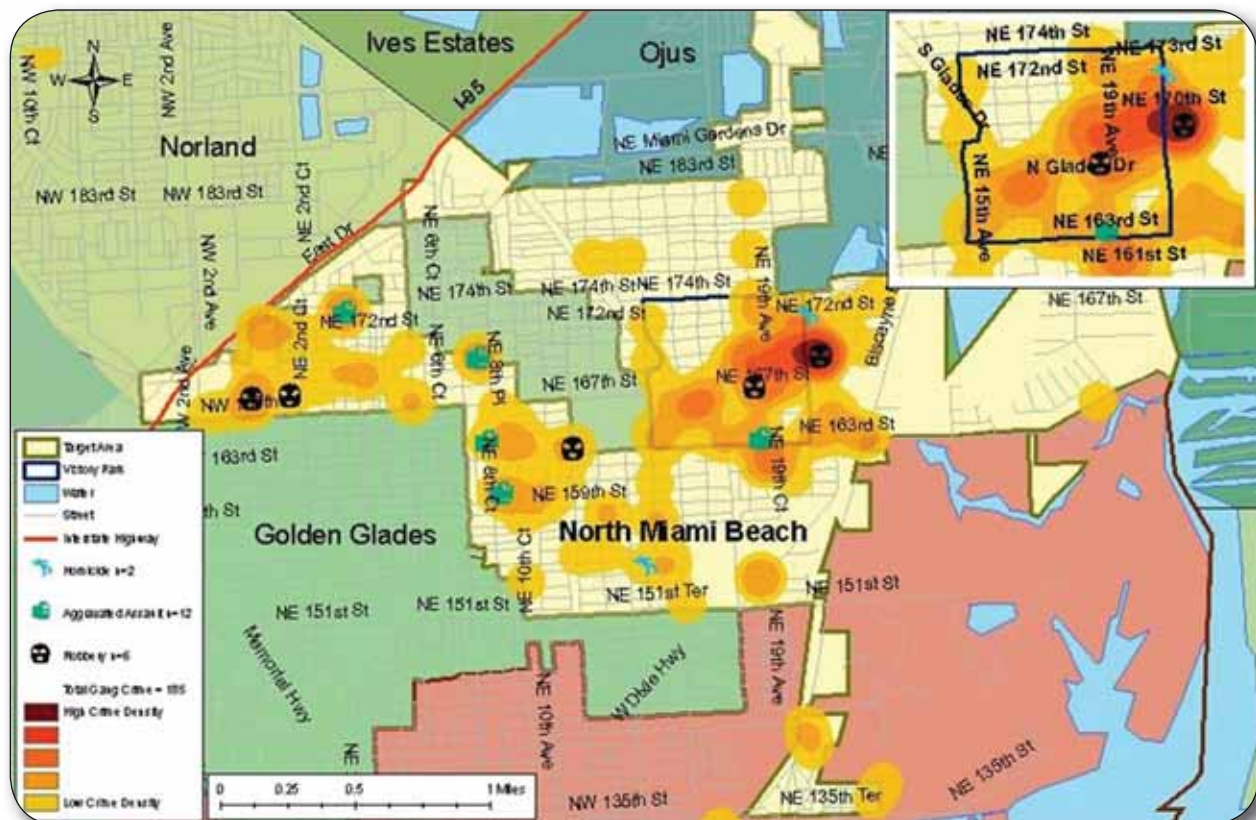
program through the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The goal of the grant, awarded to the Florida Governor's Office of Drug Control, was to reduce gang membership in the city of North Miami Beach. Initiated in 2004, the PanZOu Project is one of four pilot sites in the nation to receive the \$2.5 million grant.

The main goal of the PanZOu Project is to significantly reduce Haitian youths' involvement in gang activity in the North Miami Beach area. The plan incorporates a broad spectrum of proven, research-based interventions designed to address the full range of personal, family, and community factors that contribute to high levels of juvenile delinquency and gang activity. This comprehensive gang model focuses resources in primary and secondary prevention, intervention, and enforcement initiatives to stabilize and build pro-social influences in challenged neighborhoods.

The PanZOu Project is overseen by a committed group of professionals representing numerous criminal justice agencies and community and

faith-based organizations. The steering committee is comprised of the following members:

- Florida Department of Juvenile Justice
- Florida Office of Drug Control
- North Miami Beach Senior High
- Fulford United Methodist Church
- Miami Dade Juvenile Services Dept.
- Mayor, City of North Miami Beach
- North Miami Beach Police Dept.
- City of North Miami Beach Parks and Recreation
- City of North Miami Beach Neighborhood Services
- The Miami Coalition
- U.S. Attorney's Office
- Greater Miami Neighborhoods
- Washington/Allen Park Weed & Seed
- Sant La Haitian Neighborhood Center
- Haitian Community Liaison





- State Attorney's Office Community Outreach Division
- State Attorney's Office Gang Strike Force
- University of Miami
- Communities in Schools
- Children's Psychiatric Center
- Community Members

The role of the steering committee includes ensuring that the Gang Reduction Program is implemented according to the strategic plan identifying challenges and obstacles to implementing the program and solutions for overcoming such challenges. In addition, the steering committee also provide oversight in decisions regarding the effectiveness of the programs/strategies implemented, review and advise on terms of subcontracting and/or continuation of subcontracting, and assist in identifying the most effective strategies for future subcontracts.

Research has proven that the most effective gang reduction model offers a range of programs that target the risk and protective factors of a community at various levels. The following outlines our best practice prevention, intervention and enforcement strategies for the Haitian community in North Miami Beach.

### Primary Prevention

- Funded the Victory Park Neighborhood Resource Center in the target hot spot
- Early Literacy After School Program for 1st – 4th graders
- Midnight Basketball Program with Youth Empowerment Training
- Haitian Creole Festival and Teen Hip Hop Summit
- Community workshops on criminal/juvenile justice and child welfare systems
- Presentations and training to community agencies, parents, and school
- Secondary Prevention
- Alternative to Suspension Program

- Police Eliminating Truancy Program
- Strengthening Families Parenting Skills Program
- Intensive Case Management
- D.I.V.A's (Developing Intelligent Voices of America) girls group
- Man-UP! young men's group
- Youth Employment Program

### Intervention

- Street Outreach
- Intensive Case management
- Multi-Disciplinary Intervention Team (police, probation, outreach, schools, service providers)
- 6 Rounds to Success Boxing Program
- On The Job Training Program
- Individual/Family Therapy
- Enforcement
- Foot Patrol in target area hot spot
- Gang Unit Intelligence and Response Team
- Data tracking
- Gang Enforcement and Prosecution Training
- Multi-disciplinary intervention team members sharing information and referrals

The PanZOu Project, together with the North Miami Beach Police Department and the Urban Institute, mapped gang crime and violence and determined the neighborhoods in most need of targeted enforcement as well as social services. By combining suppression activities and social services in the hot spot communities, the project reduced crime significantly in those neighborhoods.

Information regarding the PanZOu Project is available on line at:

<http://www.northmiamibeach.govoffice.com>.

### ***MPACT Project***

The Miami Partnership for Action in Communities Task Force Project (MPACT) is an anti-gang program which was started in 2001 as a demonstra-

tion model funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and awarded to the Miami-Dade Schools Police. The funding for the demonstration project was awarded to four major cities in the United States: Miami, Cleveland, Houston, and Pittsburgh.

It is based on a previous model used in Chicago to reduce gang-related criminality among youths in urban communities. The program follows five main strategies: suppression, social intervention, organizational change, opportunities provision and community mobilization. The project began by recruiting at-risk youth between the ages of 12-22.

To prevent youth from joining or falling back into a criminal gang, MPACT Project provides opportunities that foster positive life choices. It is the project's conviction that youth who are given an opportunity to become productive citizens will select an honest path and turn away from engaging in criminal activities. Once the candidates have been assessed and identified as eligible for programmatic services, the project offers the targeted youth a wide range of collaborative programmatic services. The services include:

- Opportunities in cultivating their minds
- Marketable skills training and development
- Personal development, while raising their self-esteem and confidence

The personal development component emphasizes work ethics. Experiences gained in the program have been shown to facilitate a youth's successful transition into the workforce and to positively cultivate their self-esteem and self-worth. Along with personal development, the OJT program is the main intervention strategy of the project. The OJT component expands the classroom learning experience by promoting youth participation in the labor market. The goal of the OJT program is to provide youths an opportunity to learn and apply marketable employment skills, which in turn fosters positive life choices and decreases the likelihood of criminality. The outcomes from Project MPACT have demonstrated that when the targeted youth in the program are given the opportunity

to become socially-contributing and economically-independent members of society, the participants of the project have chosen to participate in legal and worthwhile endeavors.

The outcomes so far achieved demonstrate that, when given the opportunity, the targeted youth have immense possibilities to become socially-contributing and economically-independent members of society. That is the goal of every participating member of the project. MPACT is currently located in the northern end of Dade County and the long term goal is to spread throughout the county as the "best practices" model for gang intervention. One of MPACT Project's long term goals is to expand throughout the state of Florida.

Information about MPACT Project is available online at: <http://www.mpact.dadeschools.net>.

### ***AMER-I-CAN Program***

Both the Amer-I-Can Program and the Amer-I-Can Foundation were founded in 1993, by NFL Hall of Fame running back and motion picture actor, Jim Brown, who through many years of experience as a community activist, recognized that in order to be successful, the attitude of the recipient is paramount.

The Amer-I-Can Foundation for Social Change (AFFSC) operates nationally. The Amer-I-Can Foundation has affected positive change in the lives of tens of thousands of young people through life management skills training in schools, juvenile camps and communities. Additionally, Amer-I-Can has trained thousands of prison inmates, police officers, and deputies across the United States.

Among its most recent accomplishments, Amer-I-Can initiated a gang truce and cease fire agreement between rival gangs in Los Angeles, resulting in a significant reduction in gang-related homicides.

Currently Amer-I-Can is running pilot programs in schools in three Florida counties: Manatee, Hillsborough and Brevard Counties. They started in the fall of 2007 and early signs of success are

remarkably good. Students identified for the program all have problems with school. Facilitators use a special curriculum to instill positive attitudes and motivate students to success that has eluded them. The program is based on a belief that the failure in personal development and the lack of self-esteem are the root causes of the aforementioned problems that plague our society today.

By enlarging the scope of individual lives, introducing them to self-determination techniques, motivating them with goals, and showing them how to improve and achieve success and financial stability, lives will be saved that now seem to be lost.

The challenge of achieving one's full potential is at the center of the program. This life-management skills training program is designed to empower participants to take responsibility for their own self-determination. The program works with those whom society disregards, contending that it is never too late to attain a full, meaningful life.

Amer-I-Can is comprised of the Amer-I-Can Program, which is a 60 to 90 hour, 15 chapter Life Management Skills curriculum that is designed to empower individuals to take charge of their lives, and the Amer-I-Can Foundation for Social Change, a non-profit organization created to offer social support and services to underserved populations and cities.

More information on The Amer-I-Can Program is available on their website at:

<http://www.amer-i-can.org> or at 2410 Gibsonwoods Court NW, Salem, Oregon 97304, 503-391-2685 (phone), 503-391-2685 (fax), [info@amer-i-can.org](mailto:info@amer-i-can.org).

### ***Boys & Girls Clubs of America***

The Boys & Girls Clubs of America offers a program called "Gang Prevention Through Targeted Outreach." This program is offered as one approach to resolving Florida's ever-growing gang dilemma. This comprehensive approach uses effective techniques and strategies that direct at risk young people to positive alternatives offered by Boys & Girls Clubs statewide. Through an established referral

network of linkages by local Clubs with courts, police, other juvenile justice agencies, schools, social service agencies and community organizations, as well as through direct outreach efforts, youth will be recruited and mainstreamed into Club programs as a diversion from gang activity.

The Targeted Outreach approach acknowledges that youth most at risk of gang involvement are not seeking the constructive environment that Clubs have to offer. Through this initiative, programs are created to excite and attract targeted youth. Boys & Girls Clubs will provide positive, constructive activities that meet both the interests and needs of targeted youth. The Targeted Outreach approach is comprised of four components:

1. Community Mobilization
2. Recruitment
3. Mainstreaming and Programming
4. Case Management

Boys & Girls Clubs throughout Florida will work with key community agencies to complete a community youth gang assessment. Additionally, they will assist in mobilizing community leaders along with Club staff to identify their roles and develop a community-wide strategy associated with each of the seven identified Regional Task Forces.

The project will use two primary ways to actively reach out and recruit youth at-risk of gang involvement:

- Direct Outreach (Boys & Girls Clubs' youth development professionals will use various techniques to get to know young people outside the Club and encourage them to join the Club).
- Referral (Community organizations or agencies can refer youth to any one of the 43 Alliance Member Organizations located throughout Florida).

Upon recruitment, the targeted youth will be mainstreamed into regular Club programs in a non stigmatizing way, while tracking and case management services are provided for a full-year of participation.

A more detailed description of the Boys & Girls Clubs of America's programming can be found on their various website and at program locations throughout the state. <http://www.bgca.org/programs/>

More information on The Boys and Girls Clubs of America is available on their website at: <http://www.bgca.org/programs> or by contacting: Daniel Lyons, Executive Director of the Florida Alliance of Boys & Girls Clubs at: P.O. Box 10334, Tallahassee, Florida 32302-2334 – Office 229-768-3395, Fax 229-768-2330

### ***Phoenix Gang Intervention & Prevention***

The Phoenix Project is an Intervention and Prevention Program for High-Risk Youth, which is based in New Jersey but their highly successful and innovative resources are used nationwide to address the risk factors underlying gang recruitment and gang involvement, and provide concrete tools for both gang intervention programs and gang prevention programs. It provides evidence-based treatment and curriculum resources for use in correctional, probation, parole, detention, diversion, community, and school programs.

The Phoenix Gang Intervention and Prevention program is a curriculum-based approach to building practical self-efficacy for delinquent youth, including gang members, to learn and practice the skills needed to resist risk factors, enhance protective factors, and to construct productive, crime-free lives. The mission of the Phoenix curriculum is to provide participants with the knowledge, skill, and attitudes necessary to change their lives and stop cycles of gang activity and involvement in the criminal justice system. The program is constructed on a foundation of two critical goals:

1. Guide participants to develop practical self-efficacy in identifying and addressing the highest risk factors for substance abuse, violence, gang involvement, and other crimes. Participants learn to recognize high risk people, places, things, and situations, and acquire the necessary competence and con-

fidence to handle these risks effectively by repeatedly practicing strategies and skills. Examples of these strategies and skills include: problem avoidance, problem-solving, refusal and escape skills, asking for help from safe and supportive people, feelings management, self-monitoring, use of emotional intelligence, and impulse control.

2. Guide participants to identify and enhance critical protective factors or assets which can help them achieve productive, crime-free lives.

Participants learn the fundamentals of character education, how to build values and behaviors that will lead to the selection of friends that are not gang affiliated, having empathy for others, developing positive goals and personal support systems, and participating in positive community organizations and activities.

Criminal gang influence and activities vary by community and Florida's prevention approach must be explicit for the needs of the community. The Phoenix Curriculum is extensive and can be specifically tailored to the requirements of a school or community. The program has a logical progression and is based on cognitive-behavioral treatment concepts.

More information regarding the Phoenix Project is available on their website at: <http://www.gangprograms.com>.

### ***Gang Resistance Education and Training (G.R.E.A.T.) Program***

In 1991, the G.R.E.A.T. program was developed through a combined effort of the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) and the Phoenix Police Department (PPD). The program began as an eight-lesson middle school curriculum that, in 1992, led to the Federal Law Enforcement Training Center (FLETC) joining forces with ATF and the PPD to expand the program nationwide. FLETC provided the support necessary to train G.R.E.A.T. instructors, and during that same year the first G.R.E.A.T. Officer Training was held. In 1998, the program added



additional law enforcement agencies to assist in administering the program, and Florida's Orange County Sheriff's Office was selected as one of the law enforcement agencies.

The G.R.E.A.T. program is a school-based, law enforcement officer-instructed classroom curriculum. With prevention as its primary objective, the program is intended as an immunization against delinquency, youth violence, and gang membership.

G.R.E.A.T. has developed partnerships with nationally recognized organizations, such as the Boys & Girls Clubs of America and the National Association of Police Athletic Leagues. These partnerships encourage positive relationships among the community, parents, schools, and law enforcement officers.

G.R.E.A.T. lessons focus on providing life skills to students to help them avoid using delinquent behavior and violence to solve problems. The G.R.E.A.T. program offers a continuum of components for students and their families.

The G.R.E.A.T. program consists of four components: a 13-session middle school curriculum, an elementary school curriculum, a summer program, and families training.

Five regional training centers provide training to sworn law enforcement officers to teach the G.R.E.A.T. curriculum in elementary and middle schools across the country.

More information regarding the G.R.E.A.T. program is available on their website at: <http://www.great-online.org> or at: G.R.E.A.T. Program Training Coordinator, Institute for Intergovernmental Research, Post Office Box 12729, Tallahassee, FL 32317-2729; Phone: (800) 726-7070; Fax: (850) 386-5356; E-mail: [information@great-online.org](mailto:information@great-online.org).

### ***Project Safe Neighborhoods***

Project Safe Neighborhoods is a nationwide commitment to reduce gun crime in America by networking existing local programs that target

gun crime and providing these programs with additional tools necessary to be successful. The Bush Administration committed over \$1.5 billion to this effort since PSN's inception in 2001. This funding is being used to hire new federal and state prosecutors, support investigators, provide training, distribute gun lock safety kits, deter juvenile gun crime, and develop and promote community outreach efforts as well as to support other gun violence reduction strategies.

The initiative has been effectively increasing federal firearm prosecution, and has achieved a higher rate of successful firearm prosecutions.

Working in conjunction with local law enforcement, U.S. Attorneys in each of the 94 federal judicial districts have adapted the PSN strategy to fit the distinctive gun crime problem in their district. PSN was not built on a "one size fits all" approach, and each region or city has developed unique solutions germane to the needs of their community. Each district has designated a Project Safe Neighborhood point of contact in the U.S. Attorney's Office to serve as the project coordinator and facilitate communication. Each U.S. Attorney is also encouraged to create specialized units within their office to target the most significant gun crime problems within their district. These specialized units have a narrower application of the initiative and will provide for maximum impact to ensure the safety of our communities.

Project Safe Neighborhood has five elements that are required for a vigorous and successful gun crime reduction; they include partnerships, strategic planning, training, community outreach and public awareness, and accountability. These elements make it possible for increased prosecutions of violent organizations by aggressively using federal conspiracy, racketeering, narcotics, and all other available laws to attack and punish criminal gangs. Each district also engages in deterrence and prevention efforts through community outreach and media campaigns, and ensures that law enforcement and prosecutors have the training necessary to make the program work.



On September 26–28, 2007, the Department of Justice (DOJ) sponsored the Project Safe Neighborhoods Anti-Gang Training pilot in Dover, Delaware. Approximately 160 law enforcement agents and criminal justice practitioners attended the training, which presented the gang expertise of DOJ law enforcement and criminal justice professionals in a comprehensive curriculum. Intervention, prevention, suppression and re-entry strategies were presented, as well as a briefing on national and regional gang trends, a community gang problem assessment, and tips for working with cooperating witnesses and confidential informants.

Due to the success of the pilot program and the positive feedback and suggestions received from attendees, twelve Anti-Gang Training sessions will be offered in 2008 at various locations throughout the country. In response to popular demand, the 2008 training programs will feature a separate track for gang prevention and intervention personnel. Visit <http://www.iir.com/psnagt/> for more information and to view the courses that are offered, or download the promotional flier.

More information about Project Safe Neighborhoods is available on their website at: <http://www.psn.gov>.

### ***Boston Gun Project (Operation Ceasefire)***

The Boston Gun Project is a suppression program that targets youth and adult gang members in a multiagency effort. It is based on an analysis of homicide among Boston's youth (age 21 and under) that determined that this violence is gang centered, neighborhood based, and concentrated in a small number of repeat-offending, gang-involved youth. The program was initiated in individual neighborhoods with an explicit communication campaign. This campaign begins with an orientation for community groups and is then often carried out face-to-face with gang members, who are given the message that gang violence has provoked a zero tolerance approach and that only an end to gang violence will stop new gang-focused suppression activities. The long sentences that offenders receive

are publicized in high-crime neighborhoods. The program components described above build upon and integrate the efforts of grassroots organizations and the faith-based community.

A multiagency, coordinated task force of 45 full-time Boston police officers and others from outside agencies suppresses youth and adult gang violence and gun use. Suppression tactics include “pulling levers” to impose costs on offenders related to their chronic offending by serving warrants, enforcing probation restrictions, and deploying Federal enforcement powers.

Under another component of the program—Operation Night Light—police and probation officers, working in teams, make nightly visits to the homes of youth on probation to ensure that they are complying with the terms and conditions of their probation. This helps target tough enforcement efforts against gang leaders. City “streetworkers” (gang prevention and mediation specialists) also work in tandem with police and probation officers, helping resolve conflicts and linking youth who want help with needed services.

Simultaneously, the Boston Gun Project seeks to interrupt the self-sustaining cycle of fear, weapon use, and violence that appears to be driving youth violence in the city by reducing use of guns with a “coerced use-reduction” strategy and reducing access to firearms. To carry out this deterrence strategy, gang mediation specialists are deployed to gang hotspots, which are generally already known through mapping that shows gang overlap, intergang conflicts, and gun-related crime. Heightened surveillance for shootings, assaults, and other selected incidents triggers deployment of interagency crisis intervention teams with “swift and comprehensive attention.” After this “calming” operation, patrol officers continue to monitor the hotspot for reoccurrence of gun violence.

The strategy that reduces access to firearms, using gun-tracing capabilities of the Boston Police Department and ATF, seeks to disrupt the illicit gun market. The rationale supporting the supply-reduction strategy is that disruption of the illicit

market will interrupt fear-driven gun acquisition and use, thereby reducing gang violence in Boston. Using Federal firearm laws, the project “makes the market much less hospitable by strategically removing the most dangerous gang and drug offenders from the streets, and stemming the flow of firearms into Massachusetts”.

Evaluation results are not yet available, although gun homicide victimization among 14- to 24-year-olds in Boston is reported to have fallen by two-thirds since the project began. Because homicides were dropping nationwide among this age group during the project period, the evaluation will compare Boston’s homicide trends to trends in a sample of other cities.

More information regarding the Boston Gun Project is available on line at: <http://www.ncjrs.gov> and also on the U.S. Department of Justice website at: <http://www.ojp.usdoj.gov/nij/pubs-sum>.

### ***Project Exile***

Project Exile was an expedited federal prosecutive effort by the United States Attorney’s Office, B.A.T.F., U.S. Marshal, and F.B.I., in coordination with the Richmond Commonwealth’s Attorney’s Office, Richmond Police Department, and the Virginia State Police to remove armed criminals from Richmond streets. The project has expanded into Norfolk\ Newport News, VA, and Rochester, NY.

During the early 1990s gun violence plagued the city of Richmond, Virginia, and made it one of the worst five cities when it came to per capita murder rates. In 1997, before the implementation of the project, 140 people were murdered, 122 with firearms. The U.S. Attorney’s Office in Richmond developed and carried out an aggressive, innovative, and creative approach to reduce violence called Project Exile.

The project took advantage of stiffer bond rules and sentencing guidelines in federal court. All felons with guns, guns/drug cases, and gun/domestic violence cases in Richmond were federally prosecuted, without regard to numbers or quantities.

The project was fully integrated and coordinated with local police, state police, federal investigators (BATF/FBI), and local and federal prosecutors, to promptly arrest, incarcerate, detain without bond, prosecute and sentence violent criminals. In court, bond was routinely and successfully opposed, and prosecutors obtained mandatory minimum sentences. Project Exile quickly, efficiently, and successfully prosecuted a large number of gun crimes, with a significant long-term impact on criminal behavior.

Prosecuting violent criminals was one of the components of the initiative, but a major factor was a media outreach effort to get the message to criminals about the possession of illegal firearms. To effectively transmit this message a community coalition was built that consisted of business, community and church leaders. A media effort was created that sent the clear message: “An illegal gun will get you five years in federal prison.” This motto and the request for citizens to anonymously report illegal gun possession was placed on billboards, city buses, television commercials, and on over 15,000 business cards that were distributed on the street by local police. The outreach program was successful by increasing citizen reports about illegal gun possession and also energized the community to support police efforts.

The city of Richmond identified seven obstacles that were encountered during their implementation of Project Exile. Each obstacle was eventually overcome and lead to the realization of the initiative.

1. Obtaining the commitment of investigative agencies to bring the cases forward.
2. Coordinating with local police to insure immediate intake of cases from the street level.
3. Simplifying and streamlining the incident/case reporting system to bring charges quickly.
4. Avoiding “turf consciousness” among the various police and prosecutorial levels.
5. To ensure smooth operations there must be coordination between the court, U.S. Marshall, and prison personnel.

6. Establishing an active citizen organization to give support to the prosecution effort, primarily through creation and support of the media outreach effort.
7. Establishing a cooperative working relationship with the news media to insure that the cases are covered and word is further passed that the prosecution program is in effect.

Several innovative policing practices were formed during the 1990s, and it is believed that these practices assisted in producing fewer violent crimes in our major metropolitan cities. Project Exile was a new policing initiative that crafted a clear message and strict adherence to the federal gun laws. Richmond's firearm homicide rate steadily declined each year after the project was initiated.<sup>11</sup> Originators of the project insist that the positive gains made in Richmond can be duplicated in other cities. The key to the replication is having a city build a coalition with the will to implement the plan.

More information regarding Project Exile is available on the Virginians Against Handgun Violence website at: <http://www.vahv.org/Exile> or at: P.O. Box 271, Norfolk, Virginia 23242-0462; Phone: (757) 623-7918; Fax: (757) 622-3953; E-mail: [info@vahv.org](mailto:info@vahv.org).

### ***Chicago Gang Intervention Strategy***

At the start of 2003, the citizens of Chicago were experiencing an escalation in narcotics-related gang homicides. Many of the criminal gangs in Chicago had become highly sophisticated and well-organized. The Mayor's Office and the Chicago Police Department realized that their response to gang activity had to counter the increased sophistication of the criminal gangs that they were confronting.

A key component of the city's new strategy to combat criminal gangs was the use of targeted enforcement strategies that deployed police officers to locations where gang crime was occurring. Chicago was able to move officers into locations where there was a high density of gang-related

crime by creating an intelligence center that would be able to predict where violent gang activities were more likely to occur next. The creation of the Deployment Operations Center (DOC) produced a unique blend of accountability and intelligence-led policing that produced substantial declines in the rate of violent crimes.

Weekly meetings are held at the DOC with the city's five Area Chiefs and their district Commanders. The predictive analysis, combined with street level gang intelligence that is provided by the Department's tactical response units, special operations, and area narcotics enforcement teams, provides District Commanders with the ability of directing effective deployment assignments to officers in the field.

The intervention strategy in Chicago is viewed as an effective way of staying one step ahead of criminal gangs and defuses their ability to buy and sell illegal drugs and commit acts of violence against members of the community. By the end of 2004, the city of Chicago experienced a twenty-five percent reduction in homicides, 1,100 fewer intentional shootings, and more than 10,000 guns were recovered in the city.<sup>12</sup>

## **Other Programs and Resources of Interest**

### ***National Youth Gang Center***

The National Youth Gang Center (NYGC) is a valuable resource in supporting gang prevention and intervention programs. The center is located in Tallahassee and has been supporting practitioners, researchers, and policy makers, since 1995 with statistics, publications, training and technical assistance on youth gangs. Its goal is to deliver assistance that can be translated easily into policy and practice. The NYGC website features a great number of gang-specific publications that are fully downloadable, a database of gang legislation that is searchable by state or by topic and an interactive list called GANGINFO that provides practitioners with a forum for sharing ideas.

More information is available online at:  
<http://www.iir.com/nygc>

### ***Helping America's Youth***

Helping America's Youth is a nationwide effort to raise awareness about the challenges facing our youth, and to motivate adults to connect with youth in three key areas: family, school, and the community. All of the youth-serving agencies in federal government worked together to establish a single set of criteria for rating the performance of youth-serving programs. The focus of this effort was on program designs that had demonstrated results through evaluation. More than 180 programs that address a wide range of risk factors were identified and have been included in a searchable database on the Community Guide to Helping America's Youth website.

For each program, the database includes information on the program design, the risk factors that are addressed, the target group, the evaluation design, outcomes, references for further information, and a point of contact. The database can be used to identify programs for potential replication. However, it can also be used as a point of comparison for existing local programs that are working to accomplish the same ends. The Helping America's Youth website can also be a good source for community leaders to search and locate federal resources already available in their neighborhood.

More information is available online at:  
<http://www.helpingamericasyouth.gov>

### ***Florida Safe and Drug Free Schools***

Within the Florida Department of Education Office of Safe Schools, Safe & Drug Free Schools serves to promote and support safe learning environments by addressing issues of student safety and academic success on state, district, and school levels. Safe & Drug-Free Schools is a federally funded project through Title IV, Part A of the No Child Left Behind Act of 2001. It is a cornerstone of youth drug and violence prevention and intervention efforts within the State of Florida.

Through Safe & Drug-Free Schools, the Department of Education assists school districts in their substance abuse and violence prevention efforts by supporting school-related evidence-based programs and strategies. Safe & Drug-Free funds also support services and activities, such as K-12 science-validated prevention curricula, school climate approaches, conflict resolution, social skill development, student assistance programs, peer resistance training, parent programs, and peer mediation programs. The office trains teachers and other program implementers/coordinators throughout the state in drug and violence prevention science. The website contains information on evidence-based programs and practices, Florida best practices, and hot topics such as bullying prevention, internet safety, and social marketing. The website also includes an extensive list of links to other prevention resources.

More information is available online at:  
<http://www.fldoe.org/safeschools/sdfs.asp>

### ***The Search Institute***

The Search Institute is an independent nonprofit organization whose mission is to provide leadership, knowledge, and resources to promote healthy children, youth, and communities. To accomplish this mission, the institute generates and communicates new knowledge, and brings together community, state, and national leaders.

At the heart of the institute's work is the framework of 40 Developmental Assets, which are positive experiences and personal qualities that young people need to grow up healthy, caring, and responsible. Search Institute's 40 Developmental Assets are concrete, common sense, positive experiences and qualities essential to raising successful young people. These assets have the power during critical adolescent years to influence choices young people make and help them become caring, responsible adults.

More information is available online at:  
<http://www.search-institute.org/assets/>



### ***U.S. Office of Special Education Programs Technical Assistance Center on Positive Behavioral Interventions and Supports***

The OSEP-funded National Technical Assistance Center on Positive Behavior and Intervention Supports was established to address the behavioral and discipline systems needed for successful learning and social development of students. The Center provides capacity-building information and technical support about behavioral systems to assist states and districts in the design of effective schools.

More information is available online at:  
<http://www.pbis.org/main.htm>

### ***Prevention Institute***

Prevention Institute is a non-profit national center dedicated to improving community health and well-being by building momentum for effective primary prevention. Primary prevention means taking action to build resilience and to prevent problems before they occur. The Institute's work is characterized by a strong commitment to community participation and promotion of equitable health outcomes among all social and economic groups. Since its founding in 1997, the organization has focused on injury and violence prevention, traffic safety, health disparities, nutrition and physical activity, and youth development.

More information is available online at:  
<http://www.preventioninstitute.org/home>

### ***PeaceBuilders®***

PeaceBuilders is the research-validated violence prevention youth program approved for the federally funded Safe and Drug-Free Schools Act. It is a comprehensive program launched in organizations that shifts the entire climate to a peaceful, productive and safe place for children, teenagers, parents, staff and faculty.

More information is available online at:  
<http://www.peacebuilders.com>

### ***Keeping Youth Mentally Healthy and Drug-Free***

This site is provided by the U.S. Substance Abuse and Mental Health Administrations Family guide. It provides information and resources on such topics as:

- Talk with Your Child
- Get Involved
- Set Rules
- Be a Good Role Model
- Teach Kids to Choose Friends Wisely
- Monitor Your Child's Activities

More information is available online at:  
<http://www.family.samhsa.gov/default.aspx>

### ***National Youth Violence Prevention Resource Center***

A federal resource for communities working to prevent violence committed by and against young people. The mission of the NYVPRC is to provide key leaders in communities—city managers/leaders and community leaders—with dynamic resources to help support their efforts to plan, develop, implement, and evaluate effective youth violence prevention efforts.

More information is available online at:  
<http://www.safeyouth.org/scripts/topics/school.asp>

### ***Multijurisdictional Counterdrug Task Force Training & the Southeastern Public Safety Institute of St. Petersburg College***

The Multijurisdictional Counterdrug Task Force Training (MCTFT) program provides unique tuition-free, courses covering all aspects of counterdrug law enforcement and training support for community anti-drug coalitions. The program is a federally funded partnership through the Department of Defense between the Florida National Guard and St. Petersburg College. The program is nationally responsive and is located at the South-

eastern Public Safety Institute (SEPSI) of St. Petersburg College. SEPSI is a state-of-the-art facility with a wide variety of special features to enhance in service training.

In addition to the MCTFT training, St. Petersburg College also offers a gang-related investigations program. St. Petersburg College is the first and only college in the nation to offer a gang-related investigations specialty track as part of the Public Safety Degree Program. Staff from the college conducted a national needs assessment to identify key course topics that would enable public safety professionals and students to understand and deal effectively with domestic and international criminal gang issues and investigations. These courses were designed and are taught by leading national experts in criminal gangs.

Eight courses were developed by St. Petersburg College's curriculum planners in response to a thorough review of existing literature and current research. These courses include: Introduction to Gangs and Crime, Intervention and Prosecution Techniques for Gangs, Gangs and Terrorism, Contemporary Topics in Gang Investigations, The Incarceration Connection, Central America Gang Assessment, Technology and Gang Intelligence Sharing, and Practicum. Additionally, there are five upper division gang classes under Gangs Enforcement Management to include: International Gang Awareness for Public Safety Administrators, Geographic Information Systems in Gang Enforcement, Forecasting Trends in Gang Enforcement, Political and Socio-Economic Impact of Gangs, and Management of Tactical Gang Units and High Risk Operations.

More information is available online at: <http://www.mctft.com> or <http://www.spcollege.edu>

### ***Weed and Seed***

Weed and Seed, a community-based strategy sponsored by the U.S. Department of Justice (DOJ), aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in designated high-crime neighborhoods across the country.

The strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in 'weeding out' violent criminals and drug abusers and public agencies and community-based private organizations collaborate to 'seed' much-needed human services, including prevention, intervention, treatment, and neighborhood restoration programs.

A community-oriented policing component bridges the weeding and seeding elements. The strategy is a multi-level plan that includes four basic components: 1) law enforcement, 2) community policing, 3) prevention, intervention, and treatment, and 4) neighborhood restoration. Four fundamental principles underline the Weed and Seed strategy: collaboration, coordination, community participation, and leveraging of resources. More than 250 Weed and Seed sites exist, ranging in size from several neighborhood blocks to several square miles, with populations ranging from 3,000 to 50,000.

More information is available online at: <http://www.ojp.usdoj.gov/ccdo/ws/welcome>

### ***Florida Community Prevention Coalition Directory***

Prevention is the linchpin of the strategy. To create a strong anti-gang prevention effort there needs to be wide-ranging support in the community to continually reinforce the message to our youth that gangs offer no viable future. Over the years Florida's prevention experts have attained substantial positive gains by developing the fortitude in our youth to reject tobacco and drug use. Prevention campaigns have developed highly effective messages to raise awareness and also educate youth, parent, teachers, and the community about the repercussions of many dangerous behaviors.

Building on the success Florida has attained in increasing the number of youth who reject tobacco and drug use as a legitimate way of life, the strategy will build upon the already strong prevention effort in the state. A good source of information on community prevention coalitions is the Florida

Office of Drug Control's Community Prevention Coalition Directory. The directory is located on the Florida Alcohol and Drug Abuse Association's website, and is a good first step for community's to assess and expand prevention efforts in their area to include gang reduction.

More information is available online at: [http://www.fadaa.org/fcc/documents/Coalition\\_Directory.pdf](http://www.fadaa.org/fcc/documents/Coalition_Directory.pdf)

### ***The Center for the Study and Prevention of Violence***

The Center for the Study and Prevention of Violence (CSPV), a research program of the Institute of Behavioral Science (IBS) at the University of Colorado at Boulder, was founded in 1992 to provide informed assistance to groups committed to understanding and preventing violence, particularly adolescent violence. CSPV works from a multi-disciplinary platform on the subject of violence and facilitates the building of bridges between the research community and the practitioners and policy makers.

CSPV has a threefold mission. First, collect research literature and resources on the causes and prevention of violence, and provide direct information services to the public by offering topical searches on customized databases. Second, CSPV offers technical assistance for the evaluation and development of violence prevention programs. Third, CSPV maintains a basic research component through data analysis and other projects on the causes of violence and the effectiveness of prevention and intervention programs.

More information is available online at: <http://www.colorado.edu/cspv/>

### ***National Gang Intelligence Center***

The National Gang Intelligence Center (NGIC) is a multi-agency effort that integrates the gang intelligence assets of federal, state, and local law enforcement entities. The mission of the NGIC is to support law enforcement agencies

through timely and accurate information sharing and tactical analysis of federal, state, and local law enforcement intelligence. The NGIC is focused on the growth, migration, criminal activity, and association of criminal gangs. Their intelligence assessments, intelligence bulletins, and joint agency intelligence products serve as a centralized intelligence resource for gang information and analytical support.

NGIC is staffed and supported by a number of partnering agencies including the Bureau of Alcohol, Tobacco, Firearms, and Explosives, Bureau of Prisons, Department of Defense, Department of Justice, Department of Homeland Security, Department of Housing and Urban Development, Department of State, Drug Enforcement Administration, Federal Bureau of Investigation, Immigration and Customs Enforcement, National Drug Intelligence Center, and United States Marshals Service.

More information is available online at: <http://www.usdoj.gov/criminal/ngic>

### ***Florida Gang Investigators Association***

The Florida Gang Investigators Association (FGIA) was formed in 1993 by criminal justice professionals who wanted to promote and facilitate the exchange of criminal gang intelligence and information among criminal justice professionals. The FGIA provides leadership in developing and recommending policies and strategies to prevent, control and eliminate gang crime, administer professional training, as well as assist criminal justice professionals and the public at large in identifying and tracking gangs, gang members and gang crime throughout Florida.

FGIA provides a professional organization for both employees serving within the criminal justice system, as well as the public at large that share a common goal of preventing, intervening, and suppressing gang activity throughout Florida. This mission is carried out by the organization through enhanced interagency intelligence exchange, legislative activism, citizen awareness,



innovative anti-gang awareness, operational tactics, and by providing professional education and training.

More information is available online at:  
<http://www.fgia.com>

## End Notes

<sup>1</sup> Howell, J. *Youth Gang: An Overview*. Juvenile Justice Bulletin August 1998

<sup>2</sup> Ibid.

<sup>3</sup> Blum, R. *School Connectedness: Improving the Lives of Students*, Baltimore, MD: Johns Hopkins Bloomberg School of Public Health 2005

<sup>4</sup> Modzeleski, William. US Department of Education: Safe and Drug-Free Schools Program, American School Health Association 2003

<sup>5</sup> Centers for Disease Control, *School Health Guidelines to Prevent Unintended Injuries and Violence*, 2001

<sup>6</sup> Florida Department of Corrections, *2005-2006 Annual Report*

<sup>7</sup> United States Conference of Mayors, *Gang Intervention & Gang Violence Prevention*, published 2006





# Appendix A: Chapter 874 Street Terrorism Enforcement and Prevention

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## 874.01. Short title

This chapter may be cited as the “Criminal Street Gang Prevention Act of 1996.”

## 874.02. Legislative findings and intent

- (1) The Legislature finds that it is the right of every person, regardless of race, color, creed, religion, national origin, sex, age, sexual orientation, or handicap, to be secure and protected from fear, intimidation, and physical harm caused by the activities of criminal street gangs and their members. It is not the intent of this chapter to interfere with the exercise of the constitutionally protected rights of freedom of expression and association. The Legislature recognizes the constitutional right of every citizen to harbor and express beliefs on any lawful subject whatsoever, to lawfully associate with others who share similar beliefs, to petition lawfully constituted authority for a redress of perceived grievances, and to participate in the electoral process.
- (2) The Legislature finds, however, that the state is facing a mounting crisis caused by criminal street gangs whose members threaten and terrorize peaceful citizens and commit a multitude of crimes. These criminal street gang activities, both individually and collectively, present a clear and present danger. The state has a compelling interest in preventing criminal street gang activity, and the Legislature finds that the provisions of this act are necessary to maintain the public order and safety.
- (3) It is the intent of the Legislature to eradicate the terror created by criminal street gangs and their members by providing enhanced penalties and by eliminating the patterns,

profits, proceeds, instrumentalities, and property facilitating criminal street gang activity, including criminal street gang recruitment.

## 874.03. Definitions

As used in this chapter:

- (1) “Criminal street gang” means a formal or informal ongoing organization, association, or group that has as one of its primary activities the commission of criminal or delinquent acts, and that consists of three or more persons who have a common name or common identifying signs, colors, or symbols and have two or more members who, individually or collectively, engage in or have engaged in a pattern of criminal street gang activity.
- (2) “Criminal street gang member” is a person who is a member of a criminal street gang as defined in subsection (1) and who meets two or more of the following criteria:
  - (a) Admits to criminal street gang membership.
  - (b) Is identified as a criminal street gang member by a parent or guardian.
  - (c) Is identified as a criminal street gang member by a documented reliable informant.
  - (d) Resides in or frequents a particular criminal street gang’s area and adopts their style of dress, their use of hand signs, or their tattoos, and associates with known criminal street gang members.
  - (e) Is identified as a criminal street gang member by an informant of previously untested reliability and such identification is corroborated by independent information.

- (f) Has been arrested more than once in the company of identified criminal street gang members for offenses which are consistent with usual criminal street gang activity.
  - (g) Is identified as a criminal street gang member by physical evidence such as photographs or other documentation.
  - (h) Has been stopped in the company of known criminal street gang members four or more times.
- (3) “Pattern of criminal street gang activity” means the commission or attempted commission of, or solicitation or conspiracy to commit, two or more felony or three or more misdemeanor offenses, or one felony and two misdemeanor offenses, or the comparable number of delinquent acts or violations of law which would be felonies or misdemeanors if committed by an adult, on separate occasions within a 3-year period.
- (4) For purposes of law enforcement identification and tracking only:
- (a) “Criminal street gang associate” means a person who:
    - 1. Admits to criminal street gang association; or
    - 2. Meets any single defining criterion for criminal street gang membership described in subsection (2).
  - (b) “Gang-related incident” means an incident that, upon investigation, meets any of the following conditions:
    - 1. The participants are identified as criminal street gang members or criminal street gang associates, acting individually or collectively, to further any criminal purpose of the gang;
    - 2. A reliable informant identifies an incident as criminal street gang activity; or
    - 3. An informant of previously untested reliability identifies an incident as criminal street gang activity and it is corroborated by independent information.

## **874.04. Criminal street gang activity; enhanced penalties**

Upon a finding by the court at sentencing that the defendant committed the charged offense for the purpose of benefiting, promoting, or furthering the interests of a criminal street gang, the penalty for any felony or misdemeanor, or any delinquent act or violation of law which would be a felony or misdemeanor if committed by an adult, may be enhanced. Each of the findings required as a basis for such sentence shall be found by a preponderance of the evidence. The enhancement will be as follows:

- (1)
  - (a) A misdemeanor of the second degree may be punished as if it were a misdemeanor of the first degree.
  - (b) A misdemeanor of the first degree may be punished as if it were a felony of the third degree. For purposes of sentencing under chapter 921 and determining incentive gain-time eligibility under chapter 944, such offense is ranked in level 1 of the offense severity ranking chart. The criminal street gang multiplier in s. 921.0024 does not apply to misdemeanors enhanced under this paragraph.
- (2)
  - (a) A felony of the third degree may be punished as if it were a felony of the second degree.
  - (b) A felony of the second degree may be punished as if it were a felony of the first degree.
  - (c) A felony of the first degree may be punished as if it were a life felony.

For purposes of sentencing under chapter 921 and determining incentive gain-time eligibility under chapter 944, such felony offense is ranked as provided in s. 921.0022 or s. 921.0023, and without regard to the penalty enhancement in this subsection. For purposes of this section, penalty enhancement affects the applicable statutory maximum penalty only.

### **874.05. Causing, encouraging, soliciting, or recruiting criminal street gang membership**

- (1) A person who intentionally causes, encourages, solicits, or recruits another person to join a criminal street gang that requires as a condition of membership or continued membership the commission of any crime commits a felony of the third degree, punishable as provided in s. 775.082, s. 775.083, or s. 775.084.
- (2) Upon a second or subsequent offense, the person commits a felony of the second degree, punishable as provided in s. 775.082, s. 775.083, or s. 775.084.

### **874.06. Civil cause of action**

A person or organization establishing, by clear and convincing evidence, coercion, intimidation, threats, or other harm to that person or organization in violation of this chapter has a civil cause of action for treble damages, an injunction, or any other appropriate relief in law or equity. Upon prevailing, the plaintiff may recover reasonable attorney's fees and costs.

### **874.08. Profits, proceeds, and instrumentalities of criminal street gangs or criminal street gang recruitment; forfeiture**

All profits, proceeds, and instrumentalities of criminal street gang activity and all property used or intended or attempted to be used to facilitate the criminal activity of any criminal street gang or of any criminal street gang member; and all profits, proceeds, and instrumentalities of criminal street gang recruitment and all property used or intended or attempted to be used to facilitate criminal street gang recruitment are subject to seizure and forfeiture under the Florida Contraband Forfeiture Act, s. 932.704.

### **874.09. Crime data information**

The Department of Law Enforcement may develop and manage a statewide criminal street gang database to facilitate the exchange of information pursuant to the intent and purpose of this chapter.

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### **CS/CS/HB 43 – Criminal Activity/ Criminal Gangs: Effective October 1, 2008**

During the 2008 Legislative Session, the Legislature passed CS/CS/HB 43- which will amend Chapter 874, Street Terrorism Enforcement and Prevention, (Appendix A), upon the signature of the Governor. HB 43 can be located at:

<http://www.flsenate.gov/data/session/2008/House/bills/billtext/pdf/h004305er.pdf>

Key provisions of the bill include:

#### ***1. Enhanced tools for law enforcement and prosecutors***

**Gang Kingpin Statute** - Makes it a first degree felony punishable by Life for initiating, organizing, planning, financing, directing, managing, or supervising criminal gang-related activity

Important provision in dismantling gangs; this language mirrors the statute for an organizer dealing in stolen property.

**Definitions for criminal gang members** - The bill streamlines definition of criminal gang member and criminal gang-related activity in Ch. 874, Florida Statutes; leaves it up to a jury rather than a judge which conforms with recent US Supreme Court case law.

**Prohibits use of electronic communications to further criminal interests of a gang** - Updates our statutes to reflect new technology being utilized by gang members to recruit new members and facilitate gang activity

**Prohibits the distribution of videos and still photos for the purpose of promoting a gang by showing illegal gang activity**

**Prohibits use of unlawfully issued identification for the purpose of benefiting, promoting, or furthering the interests of a criminal gang (3rd degree felony)**

**Adds gangs to jurisdiction of the Violent Crime Drug Control Council** - Allows for law enforcement agencies to apply for additional funds for their long-term investigations into gang activities in their communities (no grant monies were provided in the 2008-2009 budget)

**Makes it a third degree felony to intentionally cause, encourage, solicit or recruit a person to become a criminal gang member that requires as a condition of membership or continued membership the commission of any crime. Such offense is a second-degree felony if it is a second or subsequent offense.**

**RICO predicates** - Adds new offenses to definition of RICO predicate incidents: Fleeing to elude; Accessory after the fact; Sexual battery (for gang “sex-ins”); Broadening the burglary from “smash and grab” to all burglaries under 810; Registration Violation; Criminal mischief (i.e., graffiti)

Florida Racketeering law has specifically identified street gangs as a racketeering enterprise for years, but many of the most commonly committed gang crimes are not current predicates.

**Gang Felons in possession of firearms** - Makes it a felony of the first degree punishable by life for a convicted felon 874 offender to be in possession of a firearm

**Bullet-proof vest provision** - Makes it a 3rd degree felony to possess a bullet-proof vest while engaging in a criminal act such as aggravated assault, robbery, kidnapping, criminal gang-related offenses and drug-trafficking offenses

## ***II. Witness Protection***

**Witness Tampering** - Strengthens witness protection laws by using the underlying criminal act as the starting benchmark for penalties for tampering and harassment.

Example: Defendant who is charged with strong-arm robbery, a second-degree felony, will now face a new second-degree felony for witness harassment or a new first-degree felony for witness tampering instead of current provisions of law which would provide only a third degree felony.

**Pre-Trial Bond** - Requires that gang members are held in custody until their first appearance the next morning to give the State an opportunity to argue for reasonable bond conditions to close the revolving door of pre-trial bond—which will provide additional protections for witnesses.

Example: DUI offender must remain in jail for 8 hours; domestic violence offender must be held until first appearance.

## ***III. Law Enforcement Intelligence***

**Gang Registration** - Requires adjudicated gang offenders to identify themselves as such when they register with law enforcement—failure to register is a 3rd degree felony

Assists with criminal intelligence; a law enforcement officer safety issue

**Information sharing** - Authorizes FDLE to notify law enforcement agencies that criminal gang member reports must be entered into statewide criminal database

Improves criminal intelligence capabilities for law enforcement

#### ***IV. Protecting Neighborhoods***

**Public Nuisance** - Defines gangs or their members engaged in criminal gang activity to be a public nuisance and allows for civil injunctions to be sought to restrain nuisance behavior

Allows for arrests of individual violators who violate a court-ordered civil gang injunction (very similar to domestic violence injunctions that have existed for years)

Designates people at the place-- not the place itself ; similar provisions have been enacted and used effectively in California and Texas

**Gang offenders** - Prohibits probationers or community controllees who are gang members from

knowingly associating with other criminal gang members or criminal gang associates, except as authorized by law enforcement or prosecutors for the purpose of aiding in criminal gang investigations

Example: If you're a SUR-13 gang member on probation for auto-theft, you would be violating your probation to attend a SUR-13 gang meeting.

#### ***V. Other***

**Creates a coordinating council on gang reduction strategies within the Department of Legal Affairs.**



# **Appendix B: First Interim Report of the Statewide Grand Jury on Criminal Gangs and Gang-Related Violence**

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**EIGHTEENTH STATEWIDE GRAND JURY  
Case No. SC 07-1128**

**FIRST INTERIM REPORT OF THE STATEWIDE GRAND  
JURY**

**CRIMINAL GANGS AND  
GANG-RELATED VIOLENCE**

**December 2007  
West Palm Beach, Florida**



## Grand Jury Summary

We, the members of the Eighteenth Statewide Grand Jury, find that gangs and gang violence are on the rise in Florida, as in many parts of the country. We see the increase not only in the rising number of gangs and their membership, but also in the number of violent crimes committed by gangs.

We also find that though some progress has been made, Florida's overall efforts have fallen short. This shortcoming is particularly striking in the lack of resources dedicated to law enforcement and prosecutors fighting gangs. In addition, we find that Florida's criminal laws must be revised and re-written to ensure the intent of the legislature can be carried out to "eradicate the terror created by criminal street gangs and their members."<sup>1</sup>

As a result of our findings, we make several recommendations to address the most immediate issues: 1) strengthen our criminal statutes and eliminate loopholes, 2) make modest yet critical increases in funding to law enforcement investigators and prosecutors, and 3) increase communication and the sharing of information within the law enforcement community.

In addition to reviewing testimony for this Interim Report, we received testimony that provided the basis for us to return a True Bill for Racketeering and Conspiracy to Commit Racketeering against eleven defendants who are members of a gang based in Palm Beach County. The testimony about their gang reinforced the testimony we had previously received about the gang problem in Florida.

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## End Notes

<sup>1</sup> Section 874.02(3), Florida Statutes.

## Recommendations

- I. Funding and commitments must be made for law enforcement and State Attorneys that allow for experienced and trained gang investigators and prosecutors who implement an investigator-prosecutor approach within dedicated gang units. Gang prosecutors, investigators, school resource officers, on-site school juvenile probation officers, and analysts must be funded in every circuit. Additionally, training and funding should be allocated to support the creation of specialized judicial divisions to focus on gang prosecutions much like specialized divisions have been created for domestic violence, juvenile and career criminals.
- II. Florida Statute Chapter 874 must be redrafted and modified in order for Prosecutors to enhance a defendant's sentence.
  - i. A "[c]riminal street gang member" under statute 874.03(2) must be redrafted so that it is more clear and usable by prosecutors. It is recommended that the statute be redrafted to state as follows:
    - (2) "Criminal street gang member" is a person who is a member of a criminal street gang as defined in subsection (1) and who meets two or more of the following criteria:
      - (a) Admits to gang membership.
      - (b) Is identified as a criminal gang member by parent or guardian.
      - (c) Is identified as a criminal gang member by a documented reliable informant.
      - (d) Adopts the style of dress of known criminal gang members.
      - (e) Adopts use of hand signs of known criminal gang members.
      - (f) Wears tattoos of known criminal gang members.
      - (g) Associates with known criminal gang members.
      - (h) Is identified as a criminal gang member by physical evidence.

- ii. Under chapter 874.03(2), a paragraph should be written which states that it is the intent of the legislature to allow a single piece of evidence or a single incident to prove more than one criteria.
  - iii. "Pattern of gang activity" is defined under statute 874.03(3) and is required under statute 874.03(1) in defining a "criminal street gang." Section 874.03(3) should be redrafted so that the definition of "pattern of gang activity" is less limiting and is not based on a defendant's prior convictions.
  - iv. Section 874.04 allows for enhanced penalties upon a finding that the defendant committed the charged offense "for the purpose of benefiting, promoting, or furthering the interests of a criminal street gang..." The legislature should clarify that proof of "benefiting, promoting, or furthering the interests of a criminal street gang" includes non-monetary benefits including but not limited to gaining credibility, status, or reputation.
  - v. Section 874.04 allows for the enhanced penalty provisions to be enhanced upon a finding by the court at sentencing once proven by a preponderance of the evidence. This appears to be unconstitutional as it would enhance the potential penalty beyond the statutory maximum without having the issue determined by a jury. Therefore, statute 874.04 must be reworded to require a jury finding of the enhanced penalty using the beyond a reasonable doubt standard.
- III. The legislature should create a provision under Ch. 874 which creates a criminal offense for Gang Injunction Violation.
- IV. The legislature should add a three year registry requirement for defendants who have been adjudicated as gang members under Ch. 874 and make failure to register by a convicted gang member a third degree felony. Registered gang members under this provision should not be published outside of law enforcement records. A convicted gang member under Ch. 874 will be required to have his or her driver's license indicate that he is a registered gang offender.
- V. Convicted gang members who are in possession of a firearm should receive an additional enhancement under Ch. 874.
- VI. Create additional qualifying predicate offenses under the RICO statute c. 895. Additional predicates should include:
- i. Fleeing and Eluding
  - ii. Criminal Mischief (including gang graffiti)
  - iii. Burglary – all sections
  - iv. Gang Injunction Violation
  - v. Failure to Register as Ch. 874 Offender
  - vi. Sexual Battery, Ch. 794, and Lewd & Lascivious crimes, Ch. 800, pursuant to gang initiation.
- VII. It should be clarified in statutes that juvenile adjudications of delinquency may serve as predicate offenses for a RICO charge.
- VIII. A gang kingpin provision should be created that mirrors the dealing in stolen property statute for anyone who "manages or directs" gang activity.
- IX. A defendant who commits a felony and qualifies under Ch. 874 who has three prior felonies on separate sentencing dates should be eligible to receive a more severe punishment as a repeat gang offender.
- X. Convicted felons who are prohibited from owning guns must also be prohibited from owning, possessing or using bullet proof vests.
- XI. The legislature should recommend that the Florida Bar Rules Committee and the Supreme Court consider the creation of a Rule of Criminal Procedure similar to Federal Rule 35(b) to allow for mitigated sentences beyond sixty days for gang members who cooperate with law enforcement against their fellow gang members.
- XII. Witness protection must be improved by creating a new bond structure for gang de-

endants. If a judicial circuit has a standard bond schedule, the standard bond should be doubled for any offense committed by a gang member. A gang member who is out on bond should be prohibited from contact with known gang members or witnesses. Prior to a gang member's release on bond, the State should be given a mandatory opportunity to be heard at first appearance before the bond is set.

- XIII. Witness protection programs must be made more useful. Funding should be made available for witness protection in a manner that will encourage its use. A program through FDLE or State Attorney's Offices should be created that supports relocated witnesses with housing, jobs, and counseling. A victim/witness program should be created which allows a person to establish a new identity under special circumstances. Law enforcement must be made aware of all witness protection programs.
- XIV. Witness intimidation and tampering statutes must be strengthened in instances in which a defendant who is charged with an offense attempts to tamper with or intimidate a witness. The crime of witness intimidation or tampering should be the same felony offense level as the most serious underlying offense and one level higher on the severity ranking chart than the most serious underlying offense. The bond amount for witness intimidation or tampering should be higher than the bond amount for the underlying charge. A third party who is charged with witness tampering or intimidation should receive the bond amount, felony offense level, and severity ranking in the case against the original defendant in cases where the bond amount, felony offense level, and severity ranking would be higher if this step-up were used.
- XV. Data collection and sharing must be improved across the State of Florida. A Gang Fusion Center should be created at an already existing law enforcement facility to gather, evaluate, and disseminate data

to the law enforcement on the street, adult and juvenile probation officers, and to prosecutors so that they may make real use of the information. The Center shall be staffed by state and federal agents from police, sheriffs, corrections, school resource officers, analysts and immigration agents. Data collection must be standardized and streamlined on a new FDLE Gang Form which is used by all law enforcement. InSite must be used and populated by all law enforcement. All departments seeking grant funding must be required to participate in InSite data program. Registration information for a convicted gang member must be collected. A defendant will be required to pay the fee for registration.

- XVI. The legislature should adopt laws to severely punish gang offenders who commit gun crimes. Convicted felons who are gang members and commit any gun crime should face lengthy prison terms.

# Appendix C: 2005 National Gang Threat Assessment Recommendations

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The National Alliance of Gang Investigators Associations (NAGIA) believes that implementation of the following recommendations will greatly enhance the ability of criminal justice professionals and communities to effectively address the gang problem together.

## Federal Role in the Gang Problem

The gang problem is found throughout the United States, in communities large and small. There is a great need for a consistent and ongoing response to gangs at all levels, from the local to the state and federal levels. This response should be based upon best practices and should be flexible enough to deal with both rapidly changing trends and gang problems, which can vary greatly from one locality to another. Because gangs are a national problem, there is a need for a cohesive national response that supersedes agency boundaries.

## Gang Denial

The education of the public, school administrators, community leaders, and law enforcement officials concerning the detrimental effects of gang denial is critical to controlling gang growth and its impact on the community. Public and institutional denial of the existence of gangs and a lack of proactive community measures are perhaps the greatest contributing factors in the alarming increase in the number, size, and strength of gangs. Denying the presence of gangs in a community significantly hampers effective prevention of gang growth and development during the early stages when violence is limited and active measures can effectively deter the problem.

## Law Enforcement Intelligence Sharing

The sharing of gang intelligence is an issue of great concern throughout all levels of law enforcement. Usually, the most effective sharing of information takes place informally between individual law enforcement officers. The problems endemic in sharing information among the many federal law enforcement agencies exist to a large degree within some local law enforcement agencies. Gang, narcotics, homicide, and other units within municipal police departments must ensure that intelligence is communicated department-wide. In addition, law enforcement administrators need to recognize that the gang problem transcends geographic borders, making it essential that gang investigators meet regularly with their colleagues from other jurisdictions and receive advanced training at seminars. Because of the violent nature of gang members, both inside prisons and in communities, the sharing of information among criminal justice professionals has become an issue of public safety. NAGIA strongly recommends that all law enforcement agencies consider membership in their local RISS center to facilitate the sharing of gang-related intelligence through the RISS National Gang Database, conferences, and information sharing meetings.

## Gang Definitions

There is a need for standardized definitions of a gang, gang member, and gang crime. If criminal justice professionals are to effectively work together and share gang-related intelligence across jurisdictions, it is imperative that they employ the same standards to determine what constitutes

a gang, gang member, and gang crime. Many states do not have a gang definition, either formal or commonly understood, among jurisdictions within that state. In fact, there are many different definitions among jurisdictions at the state and local levels, which make it difficult to have a common discussion on gang issues. The lack of a common definition also contributes to the complexity of quantifying the nature and extent of the gang problem. NAGIA representatives have developed a recommended definition of the term “gang” to facilitate a national discussion:

Gang: A group or association of three or more persons who may have a common identifying sign, symbol, or name and who individually or collectively engage in, or have engaged in, criminal activity which creates an atmosphere of fear and intimidation. Criminal activity includes juvenile acts that, if committed by an adult, would be a crime.

## **Uniform Crime Reporting of Gang Activity**

In order to comprehend the scope and dimension of the gang problem and to accurately measure the effectiveness of anti-gang programs, there is a need for uniform crime reporting on gangs and gang activity. Accurate reporting is needed not only from municipal and county law enforcement agencies but also from schools. The standardization of gang definitions may help alleviate this problem. The FBI’s full implementation of the National Incident-Based Reporting System (NIBRS), which collects information reported through the Uniform Crime Reports (UCRs), will also help in this endeavor.

## **Correctional Intelligence**

There is a lack of intelligence coordination between police departments and corrections officials. This is largely due to the fact that many officers are unaware of the wealth of intelligence

related to gangs and gang members available within the corrections community. Corrections officials and databases within federal, state, and local prison systems are an unexploited source of vital intelligence. Many correctional facilities identify gang members, validate gang membership, and have the capability to monitor mail, telephone calls, and visits. NAGIA encourages police agencies to work cooperatively with corrections departments through partnerships involving information sharing, fugitive apprehension, and specialized enforcement.

## **Gang-Related Training**

The explosion of gang activity in the United States has resulted in a tremendous increase in the availability of training about gangs. However, information presented at some of these training programs and conferences is outdated, inaccurate, or inappropriate for the local situation. NAGIA believes that there is a need to identify and support worthwhile training sessions, conferences, instructors, and events related to gang training. This endorsement will help to ensure that only accurate and up-to-date information is disseminated to criminal justice professionals and others who have a need for instruction.

## **Legislation**

Increased awareness of gang activity has led to a proliferation of federal, state, and local gang-related laws with varying degrees of effectiveness. There is a need to identify and track legislation pertaining to gang prevention and suppression issues and to provide well-informed guidance to legislative sponsors. There is also a need to catalog and evaluate existing legislation to provide examples of beneficial statutes to those seeking to shape new legislation. The National Youth Gang Center maintains a comprehensive list of state and local gang legislation on its Web site at: <http://www.iir.com/nygc/maininfo.htm#Legislation>.



## **Gang Officers**

Experience in working with gangs is important to law enforcement's success in their anti-gang strategies and goals. Many police departments have formed gang units and have developed specialized positions within these units. The ability of officers to effectively combat gangs is greatly enhanced by accumulated on-the-job experience. Many police officers and other law enforcement agents routinely rotate into other job assignments every few years, thereby diminishing the institutional knowledge of a particular unit. Expertise regarding gangs is particularly difficult to maintain because gangs on both local and national levels are unpredictable and readily adapt their methods of operation to changing circumstances. Therefore, it is critical that at least some of the personnel involved in gang enforcement have extensive experience working with gangs. NAGIA recommends that law enforcement agency administrators consider these factors when rotating or reassigning personnel from a gang unit.

## **Community Responses to Gangs**

Law enforcement alone will never successfully eliminate the threat of gangs. Other community agencies and partners, including schools, juvenile justice agencies, grassroots community organizations, faith-based organizations, social services organizations, and others, must work together to address the problem of gangs in the local community and to provide youths with opportunities to opt out of the gang lifestyle. NAGIA strongly recommends that law enforcement agencies reach out to social service agencies, nonprofit community assistance agencies, faith-based groups, schools, and private businesses to promote a comprehensive and coordinated community action plan to deal with gang suppression, intervention, and prevention.



# Appendix D: Florida Council on the Social Status of Black Men and Boys

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## Executive Summary

### *Black Males and Black-on-Black Crime: An Overview*

For its inaugural report, the Florida Legislature charged the Council on the Social Status of Black Men and Boys with investigating the factors causing the continuing crisis of Black-on-Black crime. This report is designed to address the statutory charge and provide a foundation upon which the Council and the Florida stakeholders can conduct future research and derive additional and more expansion recommendations for change.

Black-on-Black crime is an on-going crisis. Nearly 30 years ago, in August 1979, Ebony magazine published a special issue on “Black on Black Crime: The Causes, The Consequences and the Cures.” Publisher John H. Johnson asserted that the basic premise of the special issue was that Black-on-Black crime had reached such a critical level that it threatened the very existence of Blacks as a people. High rates of Black-on-Black homicide, unemployment, delinquency rates among Black youth, and disproportionate rates of adult incarceration and community unrest, led the publisher to remark that “as in the 19th century, there is no flesh in America, as Frederick Douglass said...as cheap as Black flesh.” Noting that the facts and figures cited in the article had nothing at all to do with the “social characteristics” of Black people who he argued have never been more criminal than other groups, Johnson argued that Blacks are simply more often exposed to environments that have produced higher levels of social frustration and social disorder in all groups. Johnson concluded by dedicating the special issue to what he described as the “overwhelming majority of Blacks, who are victims, not perpetrators of Black on Black Crime...and primarily to the perpetrators of crime whom he described as more often than

not, victims of their own crimes and of a society that condemns them to lives of frustration and rage and emptiness.”

Johnson’s appeal to the words of Frederick Douglass to clarify the relationship between Blackness and criminality, are important for understanding the context and implications of Black-on-Black crime, then and now. The intellectual debates and scholarly writings of Douglass and the noted social scholar and political historian W.E.B. Dubois are also frequently drawn upon to explain the relationship between Blackness and criminality, and the economic, social and political implications of “Black criminality.”

Murder may swagger, theft may rule and prostitution may flourish and the nation gives but spasmodic, intermittent and lukewarm attention. But let the murderer be Black or the thief brown or the violator of womanhood have a drop of Negro blood, and the righteousness of the indignation sweeps the world. Nor would this fact make the indignation less justifiable did not we all know that it was Blackness that was condemned and not crime. (W.E.B. Dubois)

Where justice is denied, where poverty is enforced, where ignorance prevails, and where any one class is made to feel that society, is an organized conspiracy to oppress...and degrade [it], neither persons or property will ever be safe... (Frederick Douglass)

The research presented in this report highlights some of the issues that are conducive to alleviating Black-on-Black crime, and the recommendations made by the Council are designed to alleviate the frequency and intensity of Black-on-Black crime.

This report includes innovative and thoughtful findings from the Council’s five committees: Improving Economic Outcomes, Improving Educational Outcomes, Improving Foster Care and



Families, Improving Health Outcomes and Legislative Review. As a result of the Council's charge to investigate the factors "causing black-on-black crime from the perspective of public health related to mental health, other health issues, cultural disconnection, and cultural identity trauma," (Section 16.615(8)(b), Florida Statutes) the Council worked diligently to release the recommendations located throughout this report. As the committees addressed such varied topics, the best way to summarize all the findings was through the "Top 15 Recommendations" listed below.

## Top 15 Council Recommendations

### *Economics*

1. Analyze the participation rates of Black-owned firms and the dollar amounts awarded through bidding and/or direct contracting with state agencies. In conjunction with the Office of Supplier Diversity, identify those products and/or service codes where minority business enterprises, especially Black-owned firms, are under-represented. Inform the Black business community as to the product and/or service codes that are in need of more Black business participation.
2. In consultation with other entities such as the Florida Regional Minority Business Council and the Florida Minority Supplier Development Council, develop an assessment tool to identify business capacities, strengths and/or weaknesses. This assessment tool should be utilized to: a) Determine award capacity; b) Create business development programming for the contracted business; c) Project capacity increases during multi-year contracts, including potential renewals; and d) Identify a corporate industry peer success coach to be a resource to Black business participants.
3. Encourage and support opportunities for joint-ventures between and among Black-owned businesses, to increase contract performance capacities, shared costs and increased outcomes. Support community resources such

as the Florida Regional Minority Business Council and Who's Who, developed by Pam and Jerome Hutchinson. Also, continue to work with the Office of Supplier Diversity, to continuously highlight and publish an online directory of all minority business enterprises including Black-owned businesses by product and service codes. Moreover, the Council will work to ensure the online business directory is accessible to all state and municipal purchasing entities as a resource.

### *Education*

4. Review the statewide and district level policies, procedures and outcomes of school discipline throughout Florida. Require all public and charter schools to collect student disciplinary data, including teacher/SRO referral rates, suspension rates and grade distributions (along with rationale and outcomes) for all K-12 teachers and staff. Data must be disaggregated by race, gender, violation, and punishment. Create a reporting tool to track incidents and compare punishments. Require training of all principals, teachers and SRO officers on school disciplinary procedures.
5. The Department of Education, School Superintendents and Department of Juvenile Justice (DJJ) staff should partner to evaluate, amend and/or rescind K-12 zero tolerance policies and practices to eliminate the referral of youth to DJJ for misdemeanor offenses.
6. Identify intervention programs with proven records of success working with Black Males, such as Role Models of Excellence. Beginning in 2008, establish 5,000 Role Models of Excellence programs in every county within the state with the goal of having a Role Models of Excellence Program in every school by 2012. Develop peer mentoring and other special intervention programs such as the Young Black Male Discovery Project programs for Black males in all elementary, middle and high schools.

### **Foster Care and Adoption**

7. Require school districts to implement Kinship Care Support Programs. Non-relative care givers should receive cash benefits for caring for a dependent child. Encourage friends of parents or god parents to care for their loved ones.
8. Community based care (CBC) agencies serving foster youth should offer weekly Independent Living skills (IL) classes to all current and former foster youth age 13 to 23, as well as transportation for the youth to enable them to attend the classes. They should also offer weekly IL skills classes at all facilities to ensure that institutionalized youth receive the same training.
9. Promote adoption through “One Church, One Child” (OCOC). “One Church, One Child” of Florida needs to be restored to recruiting, preparing and approving families for children in foster care in need of adoption service. Appropriately and adequately funding OCOC will allow the agency to work along side the resolution of key barriers to placements of children, i.e. access to the children to know who they are and preparation of children for adoption.

### **Health**

10. The state should invest in a public education campaign to promote the benefits of early screening for health care. This should include use of mass media, dissemination of information in public and private schools as well as non-traditional systems such as mobile medical units.

### **Legislative Review**

11. Appropriate \$250,000 for the Council for fiscal year 2008-09, including the hiring of an Executive Director (FTE with full benefits).
12. Eliminate the Council’s sunset date by passing Senate Bill 546. The Council should also be made a permanent commission.
13. Establish at least one local Council on the Social Status of Black Men and Boys in each

of Florida’s sixty-seven counties, to serve as a network for communication, education and action.

14. Reestablish the Governor’s Ex-Offender Task Force (Governor Bush’s original task force sunsetted in January 2007).
15. Support the study and recommendations of the Department of Juvenile Justice’s Blueprint Commission.

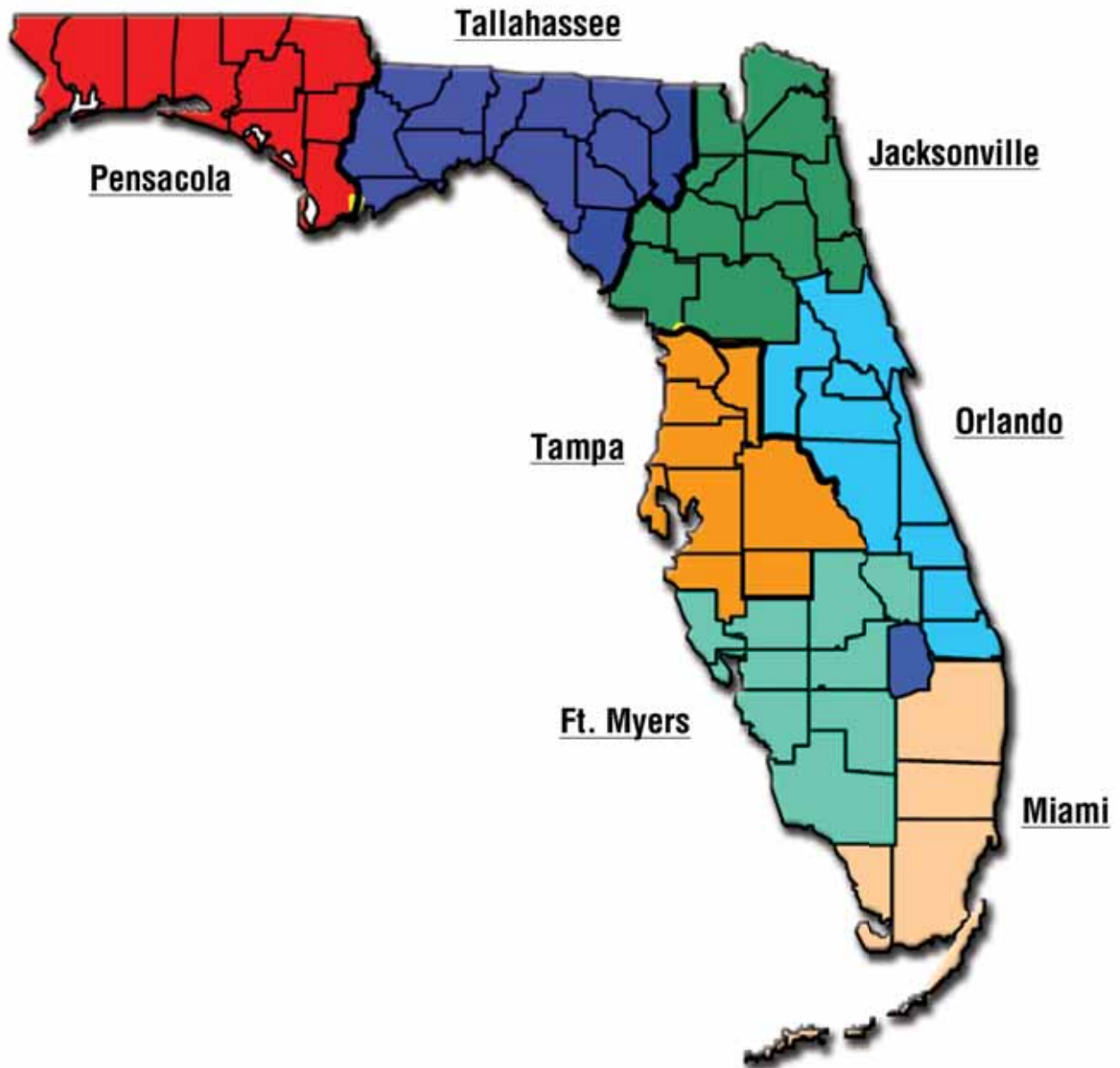
### **Recommendations**

1. Florida’s state agencies should review and analyze the participation rates of Black-owned firms, including but not limited to the number of individual businesses and the dollar amounts awarded, of Black-owned firms which provide goods and/or services through any form of bidding and/or direct contracting.
2. Identify those product and/or service codes where Black-owned firms are under represented.
3. Create informational venues to educate the Black business community as to the product and/or service codes which are in need of more Black business participation.
4. Florida’s state agencies, in consultation with other entities such as the Florida Regional Minority Business Council, should develop an assessment tool to identify business capacities, strength and/or weaknesses. This assessment tool should be utilized to: 1) Determine award capacity; 2) Create business developmental programming for the contracted business; 3) Project capacity increases during multi-year contracts, including potential renewals; and 4) Identify a corporate industry peer success coach to be a resource to Black business participants.
5. Florida’s community college and university systems should offer short-term entrepreneurship educational activities and/or courses to promote business ownership and offer educational programming in the areas of management, marketing/advertising, client develop-

- ment, governmental procurement, and other areas of best of practices.
6. Create more financial incentives from state and local governments for new businesses and expansion of current businesses for the small and disadvantaged businesses across the state.
  7. Encourage community development/re-development organizations to support mixed-use projects to provide affordable commercial space for new business growth and employment opportunities within Black communities across the state.
  8. State and municipal entities should encourage joint-venturing opportunities between Black-owned business to increase contract performance capacities, shared costs and increased outcomes in the Black community.
  9. State and municipal entities should conduct a historic review of their contracting policies, procedures and actual awards of contracts to determine the barriers to entry of Black-owned businesses and/or the most prevalent reasons why Black-owned businesses have not received bid awards and/or direct contracting opportunities.
  10. Support community resources such as the Florida Regional Minority Business Council and Who's Who, developed by Pam and Jerome Hutchinson, to highlight and publish a statewide periodical of Black-owned businesses by product and service codes. Distribute this contact periodical to all state and municipal purchasing entities as a resource.
  11. Florida should develop a comprehensive program designed to stem the tide of foreclosures within the Black community, which was more disparately impacted by unfair lending practices than any other ethnic community.
  12. Florida must work with municipalities and insurance vendors to aggressively and materially decrease the burdensome costs (taxes and insurance) associated with homeownership.
  13. Florida must increase the resources necessary to materially increase the educational outcomes of the Black community in parity with all other ethnic communities. (See also the recommendations of the Education Outcomes Committee)
  14. Florida must develop and implement strategic and tactical plans to increase the presence of high-wage employers within the state, while decreasing the exponential growth and perpetuation of low-wage jobs.
  15. The State, municipalities and Florida's business communities should look at greater economic opportunities for goods and services by and between Florida and the CARICOM.
  16. Develop an accountable matrix to monitor the success of municipal, state and/or federally funded programs in materially impacting the lives of participants economically, socially, educationally and with regards to health.

## Appendix E: Regional Gang Reduction Task Forces

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# Notes

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# Notes

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## Florida Region 4 Gang Reduction Task Force Members

