

Strategic Framework

A community-led paradigm shift

- Realization that violent crime due to gangs and drugs is not a law enforcement problem alone
- Recognition that what affects one area affects others
- Community ownership and representation emerge to:
 - Establish and promote healthy community norms
 - Reduce demand for drugs and gangs
 - Advocate for resources because it is in their best interest
- Development of partnerships between public and private organizations with similar goals, such as:
 - Faith-based groups
 - Non-profits
 - Schools
 - Foundations
- Community reps participate in oversight of task forces

Broader collaboration between law enforcement and community organizations

- Goal: Earning public trust and participation
- Proactive engagement of treatment centers and community groups
 - Mandated for all agencies to participate with community groups
 - Share how we enforce and why we choose the approach we do
 - Address needs by all sides and create a shared understanding of the issues and goals
- Reduce barriers with cultural and ethnic groups—language, two-way understanding, etc.
- Non-profit, private sector, and community organizations are service partners with law enforcement for prevention and intervention activities or services
- Use of inclusive roundtables with law enforcement and community partners with goals to:
 - Build shared understanding
 - Become more comfortable talking about difficult things such as:
 - Racial disparities
 - Religion
 - Lack of trust in law enforcement
 - Accountability of law enforcement
 - Accountability of the community
 - Share of information
 - Get to data-driven best practices
- Tribal members increase participation with task forces because they see that drugs and gangs adversely affect their communities
- Objective criteria based on criminal activity are used to target individuals for law enforcement. Prohibited is the improper use of personal characteristics to target individuals for law enforcement.

Centralized information and intelligence gathering and statewide access

- Continue efforts to modify statute to include criminal intelligence data as a classification under Chapter 13
- Develop more effective oversight in statute to balance privacy issues
- Locate an information hub at the BCA, which would include
 - Predictive analytics
 - Centralized gathering and storage of information and intelligence
 - Agreed-upon standards and open systems

- Shared intelligence analyst responsibilities with partner agencies

Goals:

- Criminal justice system is more effective because of the appropriate use of information and intelligence
 - The community is safer because of proactive information sharing
 - Technology aids coordination with federal, state, local, and tribal communities
 - Provide borderless access to information by needs
 - Information access is tiered; some levels require approval for use
 - Users would include officers on the street, staff analysts, and prosecutors
 - Audit trail to ensure appropriate use
- Goals:*
- When crimes occur, criminal justice information will be immediately and easily available to law enforcement
 - Seamless communication and process with courts and corrections
 - Increase data sharing with partner organizations to better understand crime and drug trends
 - Example: Treatment organizations share information to show patterns of where drugs are
 - Use intelligence from “the inside” to identify serious offenders on “the outside”

Increased use of technology; investments from public and private sectors

- Assumption: Advancements in technology will continue to change how we do our jobs
 - Example: Electronic surveillance helps to connect people and information and intelligence from different geographies
- Technology investments come from the public and private sectors
- Training is a critical component and is adequately funded
- Maximize access to information publicly available through social media and other forms of technology-enhanced functions. (Examples: GPS data from phones and cars, etc.)

Early intervention and prevention

- Connect with schools in earlier age groups, example
 - Example: Look at 4th and 5th graders to “build character, not prisons”
- Include parenting education and support
- Prevention through programs such as JDAI (Juvenile Detention Alternative Initiatives) model
 - “Pro-social” versus “anti-social”
- Earlier intervention of treatment
- Use of social and other media vehicles to communicate issues and reduce demand for all age groups

Broader, regional task forces, which are inclusive of stakeholders

- Fewer and more strategically placed
 - Geographically fewer
 - Have the flexibility to address regional and local needs in the areas of violent crime
- Task forces would include:
 - Intelligence analysts
 - Law enforcement
 - Prosecutors
 - More involved in training and assisting TF members with issues that come up
 - Community corrections
 - On-call liaisons for community organizations and treatment centers, example:
 - Ability to mobilize community resources to join TF members when tracking gang members to the house, as well as helping with the balance of the family
- Standardized structure for procedures

- Ongoing training for task force members
- Accountability based on concrete standards for performance and consequences
 - Performance reviews of officers and agents will change to reward overall cooperation and information/intelligence sharing

Continual adaptation to increasing complexity and change in drugs and gangs

- Assumption is that the evolution of drugs will continue to grow in terms of access and self-manufacturing, and that hybridization of gangs will continue
- Law enforcement moves from traditional gang and drug protocols to non-traditional investigation techniques
- More resources for intelligence analysts, less for reactive policing
- Focus and priority on most violent or habitual offenders
 - Enhance sentences and protection to reduce recidivism
 - Adopt a model based on objective criteria to target the most serious offenders

Funding and resources come from a variety of sources (not just the general fund) potentially including:

- Dedicated funding sources at the state level
 - Seizure money and forfeiture proceeds go into a dedicated fund for task forces
 - RX prescription surcharge on prescription services
- Local referendums approved by constituents
- Increased revenues and resources from private sector (example, private sector forensic lab)
 - What is the benefit to them? They will help protect themselves and help law enforcement at the same time, by coordinating with task forces to deal with the larger problem
- Foundation grants
- Non-profit and community resources
- Effective cooperation with legislators to reduce costs and be more effective

Role of the VCCC

- Statewide strategy
 - Develop strategic framework
 - Lead the creation of the information systems
 - Secure resources
 - Legislative initiatives (information and coordination)
- Statewide oversight
 - Standards
 - Accountability
 - Ensure adequate training
 - Co-Coordinator with community organizations to implement roundtables and foster collaboration at the task force level for prevention and intervention.

Priorities for the Next 12-18 Months

Amend Chapter 13, the Data Practices Statute

- Include criminal intelligence data as a classification

Engage with Communities

- Further engage councils and communities of color
- Convene community leaders to ask for engagement
- Establish better relationships with community organizations
- Establish a community role with task forces
- Create open forum(s) with task forces and their communities
- Develop partnerships with community groups
- Rebuild trust

Work on Funding

- Address resource issues
- Educate legislators and other stakeholders about these issues
- Develop dedicated task force funding sources
- Recommend funding changes
 - Ensure that some funding goes toward a criminal intelligence data base
- Identify new funding sources
- Develop partnerships with the private sector

Develop a centralized data base for information and intelligence gathering

- Address information sharing issues
 - Improve data sharing
- Establish and implement a centralized information hub
 - For statewide intelligence and gang information
 - Develop location of info database
- Improve collaboration with technology, to reduce everyone doing their own thing
- Define and implement a process for parent notification

Develop and disseminate our strategy

- Complete our report
- Prioritize and organize our work
- Share our strategy and educate stakeholders, including but not limited to:
 - Legislators
 - Local advisory boards
 - Community groups and leaders

Implement our strategy

- Define broader regional task forces, reducing the number of task forces and combining resources
- Revamp the RFP requirements
- Define violent offender criteria