

APPLICATION

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1997 HERMAN GOLDSTEIN AWARD FOR EXCELLENCE IN
PROBLEM-ORIENTED POLICING

PROJECT ABSTRACT

Gang Intelligence sc Team Enforcement Mission (GITEM)
Arizona State Gang Task Force

The Gang Intelligence fit Team Enforcement Mission (GITEM) is a statewide, multi-agency anti-gang task force. GITEM's mission statement is "To provide a safe environment for the citizens of Arizona by reducing street gang criminal activity through investigative, enforcement and community-based activities".

GITEM operates on a request for service basis to ensure that there is no duplication of effort or conflict with local law enforcement agencies. Four major categories of service are provided: 1) community-based enforcement, 2) intelligence gathering and analysis, 3) criminal justice training and education, and 4) community empowerment.

The State Gang Task force assists criminal justice agencies statewide in formulating and implementing criminal gang enforcement and investigative strategies. In addition, GITEM collects and shares criminal gang information with other law enforcement agencies and trains criminal justice personnel regarding the identification and interdiction of gangs. GITEM further supports individual schools and communities by providing gang awareness training, developing graffiti abatement programs and implementing a statewide, toll-free, 24-hour gang hotline.

GITEM will have successfully supported local law enforcement agencies and communities when a decrease occurs in complaints in selected high gang activity areas; when local agencies continue to participate in GITEM for 24 months or longer; and when GITEM experiences a reduction in service requests at the same time that it continues to receive high marks from local law enforcement agencies. GITEM will have succeeded in its public awareness efforts when families are once again visible within identified high-gang neighborhoods, people are no longer afraid to walk down streets, and children play openly in their neighborhoods without fear of drive-by shootings. As a result of GITEM's efforts, community members will be able to recognize and report gang activity accurately. At the same time, communities will assume the responsibility for identifying and eradicating graffiti in their neighborhoods.

While many of the desired results of the program will not be evident for several years into the future, GITEM has developed a three-year strategic plan with goals, objectives, and performance measures to keep the project focused on its mission statement. Already GITEM's success has been phenomenal! Projected performance measures have been met or surpassed; other agency involvement is high; and citizen enthusiasm and support have been remarkable.

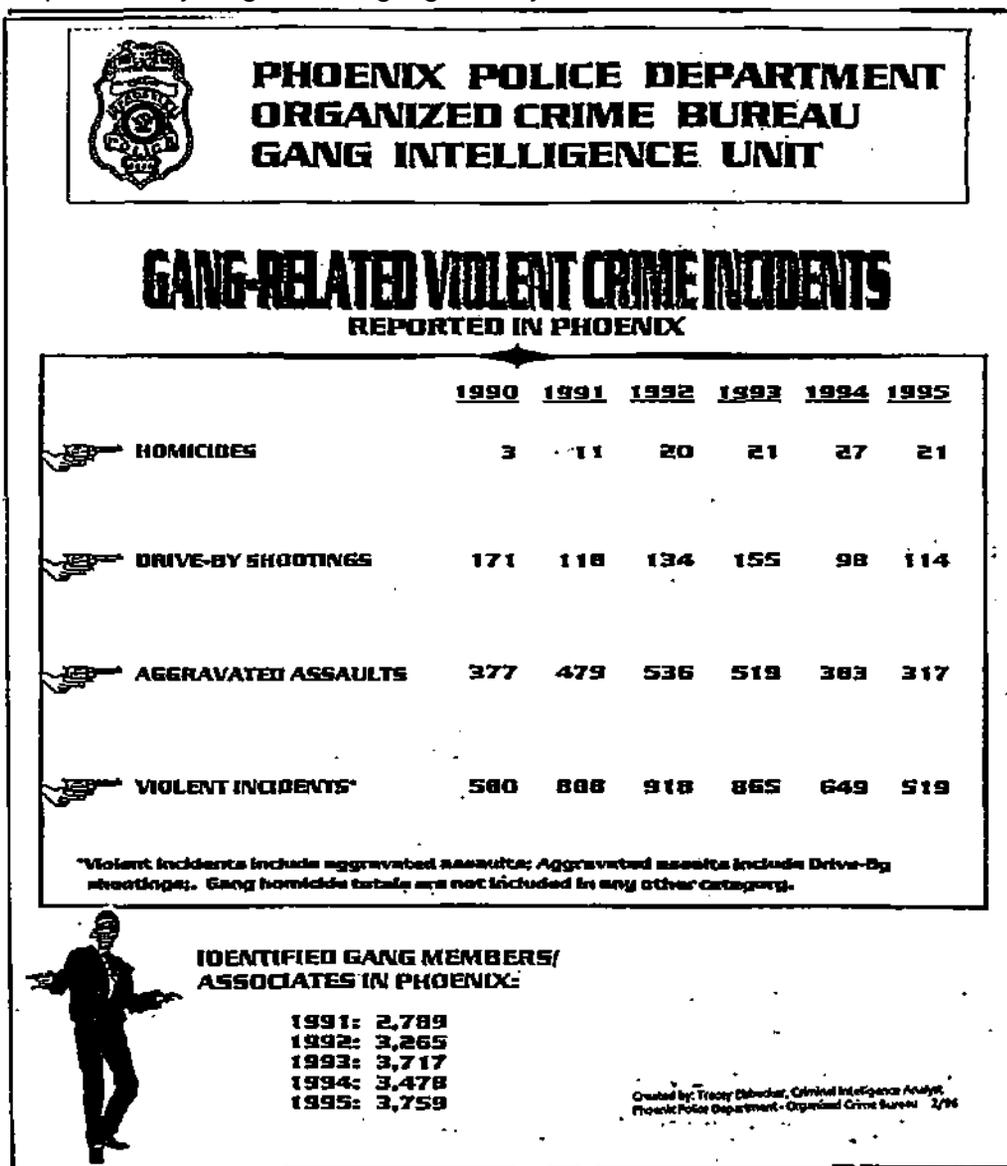
DETAILED PROJECT DOCUMENT

Gang Intelligence St Team Enforcement Mission (GITEM)

Arizona State Gang Task Force

Problem Identification/Scanning:

The State of Arizona is one of the fastest growing states in population in the country. With this substantial growth Arizona has experienced a corresponding increase in crime-related problems - particularly illegal street gang activity.



In 1978, there were less than 50 documented street gangs in Arizona, by 1995 there were over 700. In the city of Phoenix alone, the number of documented gang members jumped by over 34 percent in the last five years! (See chart on previous page.) Individual communities, schools and law enforcement agencies have struggled independently to combat their gang problems. However, no single agency or community (regardless of size) has been able to adequately address the gang problem because the manpower assets needed to adequately address it have been insufficient to the task. Furthermore, the problem does not lend itself to a single agency approach because gangs don't recognize municipal boundaries.

Project Selection/Analysis:

The Gang Intelligence 6C Team Enforcement Mission (GITEM) concept was conceived in late 1992 by law enforcement agencies in the metropolitan Phoenix area to maximize law enforcement's effect on gangs. The mutually supportive program was designed to cripple the criminal activity of gangs as well as to reduce the impact on law enforcement agencies that such concentrated enforcement produces. In 1994, the Arizona Legislature appropriated nearly \$6 million for the implementation of a statewide, multi agency anti-gang enforcement task force. The funding was effective July 1, 1994 and GITEM was fully operational by September 1994, thus becoming the first statewide anti-gang project in the country. Also in that year, Arizona Revised Statute, A.R.S. 13-2308 provided State law enforcement agencies with a uniform definition of a criminal street gang.

GITEM's mission statement is "to provide a safe environment for the citizens of Arizona by reducing street gang criminal activity through investigative, enforcement and community-

based activities". The State Gang Task Force assists criminal justice agencies statewide in formulating and implementing criminal gang enforcement and investigative strategies. In addition; GITEM collects and shares criminal gang information with other law enforcement agencies and trains criminal justice personnel regarding identification and interdiction of gangs. GITEM further supports individual schools and communities by providing gang awareness training, developing graffiti abatement programs and implementing a toll-free, 24-hour gang hotline.

GITEM operates on a request for service basis to ensure that there is no duplication of effort or conflict with local law enforcement agencies. Four major categories of service are provided: 1) community-based enforcement, 2) intelligence gathering and analysis, 3) criminal justice training and education, and 4) community empowerment.

Implementation/Response:

GITEM established a statewide, multi-agency task force that became fully operational in September 1994. During the first year of operation, GITEM implemented two separate regions or deployment centers (in the two largest metropolitan areas) from which officers could be deployed to support law enforcement agencies statewide. In its first year, GITEM consisted of 73 employees from 22 different agencies. During GITEM's second year of operation, four rural squads were added to better serve the outlying areas of the State.

The Task Force currently has 110 employees, representing 43 OCAS, county, State and federal law enforcement agencies.

Intergovernmental Agreements are signed with all participating agencies which outline the requirements and responsibilities of all parties. GITEM reimburses agencies for all personal

and employee-related expenses associated with the officer assigned from that agency to GITEM; assigns a vehicle to the officer; and reimburses the officer directly for all approved travel associated with the assignment. In addition, GITEM purchases the furniture, computers, supplies, equipment, and uniforms worn by GITEM officers. Furthermore, GITEM provides extensive training to each officer assigned to the Task Force. Rural agencies support their local squad by sharing resources such as clerical support, or by absorbing the costs of telephone and office space expenses in the outlying areas.

GITEM's customers include federal, State, county and local law enforcement agencies; State, county and local prosecutors, probation officers, correctional officers, and other criminal justice agency personnel; local business leaders; neighborhood associations and coalitions; community activists (such as Mothers Against Gangs); schools, legislators, local mayors and county supervisors.

Although the services and functions of GITEM have changed and expanded since its inception in 1994, the original intent remains intact. GITEM's mission continues to be to identify key gangs in various communities, evaluate their impact, then develop methods and procedures to coordinate law enforcement and community efforts to cripple them.

Community Based Enforcement

GITEM conducts specialized target-specific enforcement operations in neighborhoods experiencing gang related violence and where residents have become increasingly concerned over the quality of life in their communities. These operations entail a six part process: 1) Identify areas to target. This is accomplished through intelligence sources, officers and/or citizen input. 2) Obtain neighborhood support. GITEM officers and

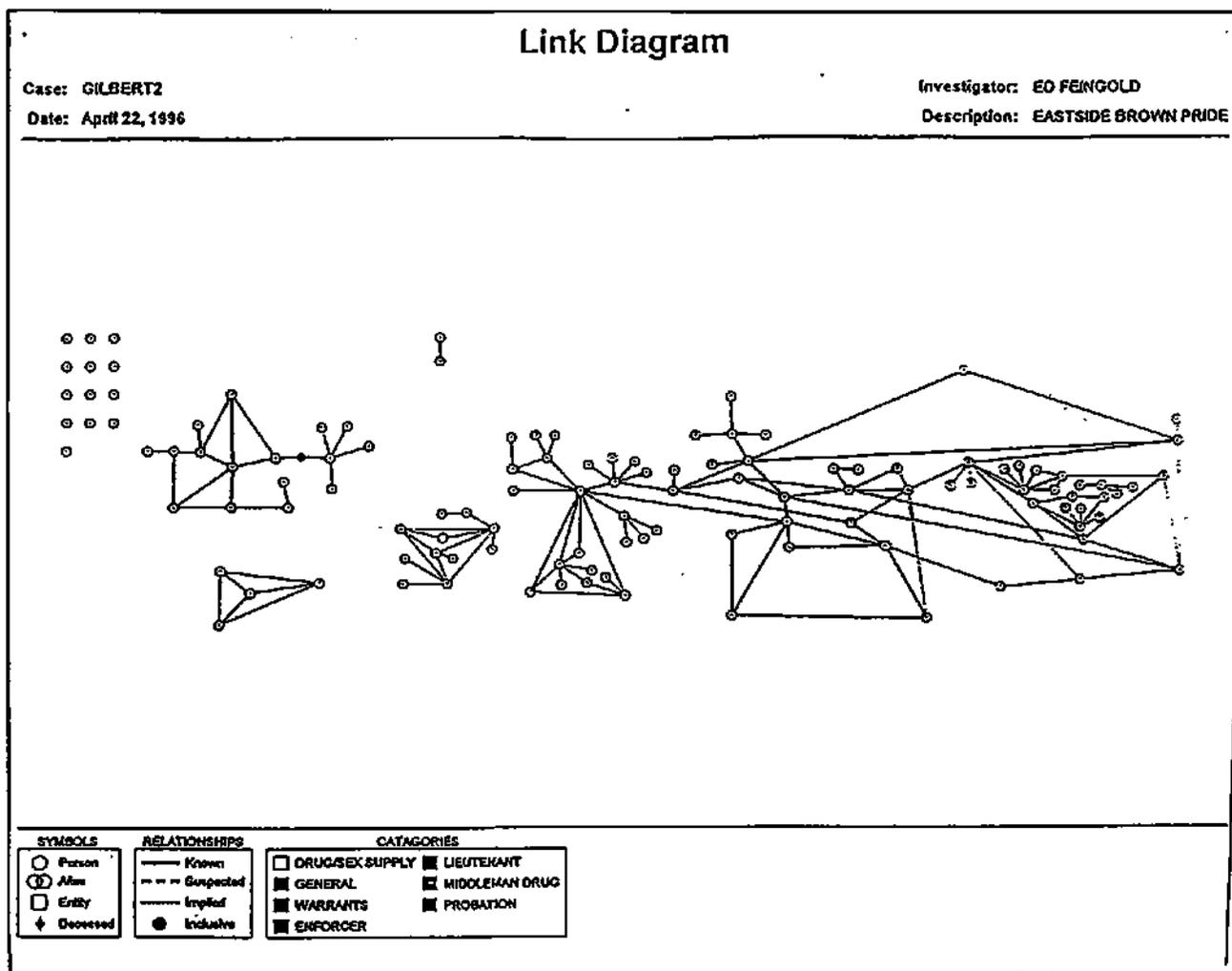
command personnel meet with residents in the neighborhood, either through neighborhood meetings or one-on-one to find out where suspected gang members reside, where major drug deals are made, etc. Residents are advised that the area will be saturated with gang officers operating on a zero tolerance level which may result in law-abiding residents being stopped inadvertently by GITEM officers if they are out late at night. One hundred percent support from neighborhood associations is sought to ensure that mutual feelings of respect and trust remain between GITEM officers and residents throughout the operation.

3) Infiltrate the neighborhood. Intelligence and undercover gang officers infiltrate the neighborhood to further develop source information and to verify information obtained from residents. Undercover drug buys, gang surveillance and other means are used to verify information. 4) Develop an operational plan. Based on the size and magnitude of the operation, multiple agencies may be involved. In all instances, GITEM coordinates with the local law enforcement agency having jurisdiction. 5) Implement the operational plan. Operations vary in length. Some are concluded in a few days while others are longer in duration. 6) Empower citizens. It is not enough to saturate a problem neighborhood for a week or even a month. Citizens must be empowered through awareness of the gang problem, education in how to recognize and report gang activity accurately, and help in developing graffiti abatement programs in their communities.

Gang Intelligence SC Analysis

The Intelligence unit at GITEM was created to facilitate the identification of documented street gang members throughout the State of Arizona and to graphically display street gang associations to enable GITEM enforcement squads to plan tactical operations against a

particular gang or specific gang members. When GITEM enforcement squads plan to enter a neighborhood for a period of intense patrol, for example, analysts prepare lists of current gang members, their gang affiliation, and those with active warrants. Other information, such as gang hangouts, violence potential, or rival or associated gangs is also provided. GITEM's gang data base is the source of information used by analysts to target specific gangs or gang members. For instance, analysts will target a specific street gang on a request by a local law enforcement agency. They chart the gang's association with each other,



identify key persons within the gang, list all members with outstanding warrants or on

probation and those suspected of being involved in the criminal acts of the gang.

Realistically, an entire gang will not be eliminated. However, when such key individuals as their gang leaders have been identified targeted and placed out of commission, most gangs lose their ability to continue their criminal enterprises for at least a period of time. (See previous page for an example of a link diagram.)

Criminal Justice Training & Education:

GITEM provides gang training and education to criminal justice agencies statewide. Both basic and advanced gang schools are held twice a year; specialized training on related topics are also offered. Local law enforcement agencies are further provided with "threat assessments" of gangs active in their communities.

The Department of Public Safety is the statewide repository for the gang member identification cards that each agency collects and GITEM's Intelligence Research Technicians regularly provide criminal gang intelligence and member identification information to any requesting law enforcement agency. To further support statewide law enforcement, GITEM analysts produce a monthly "Street Gang Intelligence" bulletin and distribute them statewide. A gang identification book for the Phoenix metropolitan area as well as a statewide version has been produced and distributed.

Strong communication links have been developed among enforcement agencies, correctional facilities, probation offices, courts, schools and communities to thwart expansion of criminal gang activity. As an example, GITEM has developed a liaison program with the Arizona Department of Corrections to identify and document all relationships and activities between prison and street gangs. The program will track gang

members as they enter a correctional facility and identify their contacts within the system as well as their future contacts when they leave the system. A computer network has been developed which will link both law enforcement and correctional gang intelligence. As outlined in GITEM's strategic plan (Attachment 1), GITEM hopes to expand this intelligence gathering and sharing capability to county and local correctional facilities as well as to probation offices.

Community Empowerment

During the first year of operation, as with the establishment of any new program, much attention was directed to the development and implementation of basic groundwork, such as intelligence gathering, establishment of a data base for centralized gang reporting, and coordination with other agencies. With this foundation well established, greater emphasis is now being placed on community programs.

Officers continue to provide gang awareness talks to adults and juveniles in schools and community groups. They participate regularly at functions such as Softball games held by "Mothers Against Gangs". In addition, squad supervisors and command personnel regularly attend neighborhood association meetings to answer questions and to provide information about what citizens can do for themselves or to assist law enforcement in their communities. "Facts on Gangs", an informational brochure about gangs is distributed whenever possible. (See Attachment 2.)

Graffiti removal in communities is becoming an increasingly important element to combat criminal gang activity. The expeditious removal of gang graffiti sends a message to gangs that the neighborhood is not their "turf" and also rebuilds the pride of residents. In

conjunction with local businesses and community volunteers, GITEM plays an active role in community-based graffiti abatement programs. GITEM identifies graffiti damaged areas in the community, then helps community volunteers to remove or spray over it. At the same time, GITEM assists local and rural communities establish graffiti abatement programs in their areas.

This citizen participation is invaluable to accomplishing GITEM's mission to provide a safe environment for the citizens of Arizona. GITEM established a statewide, toll-free, 24 hours hotline {1 -888-NO GANGS) that makes it much easier for citizens to report gang activity in their community.

GITEM implemented a bike program that expanded its existing resources to aggressively combat gang problems. This program allowed gang officers greater mobility in congested or highly populated areas, i.e., community events, county fairs, parks, etc. as well as greater accessibility and visibility to the community. The bike program provided a positive proactive community oriented approach by removing officers from police vehicles and opening lines of communication with the community; placing them closer to the public, i.e., youth, adults and the businesses.

GITEM hosted the Patsy Torres "Positive Force Tour" to approximately 30,000 students at middle and high schools. This concert combined music, dancing and audience participation designed to promote positive messages to young adults to stay in school, stay off drugs and out of gangs and to focus on the power of positive thinking.

Assessment/Effectiveness:

Many factors affect the gang problem in Arizona, including social and economic factors

that are beyond GITEM's control and influence. The fact is, gangs will always be present in our communities, and to some degree will continue to commit violent crimes.

Nevertheless, GITEM's success with various law enforcement agencies and local communities has been phenomenal. GITEM's projected performance measures have been met or surpassed; other agency involvement is high; and citizen enthusiasm and support have been remarkable.

Gang members commonly commit such violent crimes as homicide, aggravated assault, burglary and motor vehicle theft. While many of these indices have dropped nationwide, the reduction of these indices has been even more remarkable in Arizona. For example, while incidents of murder dropped 11 percent nationwide between 1995 and 1996, Arizona realized a 17.4 percent reduction! Aggravated assaults declined 9.3 percent; burglaries dropped 4.8 percent; and motor vehicle thefts declined by nearly 18 percent! Many reasons can be espoused for the decline in these crimes, but the contributions GITEM has made by its community-based activities and awareness training, multi-agency tactical operations, and highly visible and aggressive patrol cannot be discounted.

Because law enforcement resources are limited, citizen involvement is needed to ensure that criminal gang activity is stopped at the outset. Citizens must assume responsibility for recognizing the signs of gang activity in their neighborhoods and limiting its growth.

Through gang awareness education and the development of open communication between law enforcement and citizens, residents of potentially problem neighborhoods are empowered to keep their neighborhoods clean and free of gang activity. Through its toll-free gang hotline, GITEM offers citizens another avenue to report gang activity, and in

turn, receives additional intelligence on new gang activity. Furthermore, graffiti has visibly declined in the more than 20 communities in Arizona who have implemented graffiti abatement programs.

While the **full** extent of the gang problem in Arizona cannot be determined at this time, GITEM assumes that the gang presence in Arizona will continue to grow over the next few years. This assumption is based on the fact that this year over 4,000 new gang members were added to the State's gang data base and that a 47 percent increase in gang suppression detail requests were received. Still, GITEM's primary customers, such as metropolitan law enforcement agencies and inter-city schools and communities, are not expected to change dramatically in the next few years. As major criminal street gangs continue to be targeted and their illegal activities crippled in the larger metropolitan areas, offshoots are expected to migrate to the rural communities. The task force's success in crippling gang activity in one community often forces the criminal element to move onto more lucrative locations. To counteract this displacement, GITEM will continue to expand into rural areas as needed.

Customer satisfaction with GITEM is determined in several fashions. The number of requests for service from law enforcement agencies, as well as the number of repeat requests from these agencies are two ways used to determine whether it is meeting the needs of its stakeholders. Another method is to look at the number of other agencies participating **full** time in GITEM and the length of their participation. The many letters of commendation and thanks received from communities and law enforcement agencies are also considered indicative of customer satisfaction, while the relatively few complaints are

seen as indicators of the professionalism and sensitivity shown by GITEM officers in their public contacts. (See Attachment 3-10.) Furthermore, a formal survey was developed and mailed to all law enforcement agencies statewide to obtain their assessment of GITEM's effectiveness and to determine future directions to follow. The results are not yet in.

When measuring public awareness of gangs, GITEM views the increased requests for gang presentations to schools and communities as successful indicators that GITEM's high visibility has heightened awareness of the gang problem in Arizona as well as an indicator of the public's satisfaction with its training and educational product. Both qualitative and quantitative values are determined from this performance measure.

GITEM will have successfully supported local law enforcement agencies and communities when a decrease occurs in complaints in selected high gang activity areas; when local agencies continue to participate in GITEM for 24 months or longer; and when GITEM experiences a reduction in service requests at the same time that it continues to receive high marks from local law enforcement agencies.

GITEM will have succeeded in its public awareness efforts when families are once again visible within identified high-gang neighborhoods, people are no longer afraid to walk down streets, and children play openly in their neighborhoods without fear of drive-by shootings. As a result of GITEM's efforts, community members will be able to recognize and report gang activity accurately. At the same time, communities will assume the responsibility for identifying and eradicating graffiti in their neighborhoods. As a result of the toll-free gang hotline, GITEM hopes to offer citizens another avenue to report gang activity, and as a

result, receive more timely intelligence on new gang activity.

Although many of the desired results of the program will not be evident for several years into the future, GITEM's efforts to improve communication and cooperation among criminal justice agencies, as well as its efforts to educate and coordinate citizen involvement in their communities are immeasurable. Law enforcement agencies can and do set aside individual agency or community priorities and work together to achieve common goals; citizens can and will assume responsibility for helping to rid their communities of criminal activities.

ATTACHMENT 1

SUBPROGRAM MISSION:

To provide a safe environment for the citizens of Arizona by reducing street gang criminal activity. This will be accomplished by investigative, enforcement and community based activities.

SUBPROGRAM DESCRIPTION:

The Gang Intelligence and Team Enforcement Mission (GITEM) region assists criminal justice agencies statewide in formulating and implementing criminal gang enforcement and investigative strategies. Additionally, the region collects and shares criminal gang information with other law enforcement agencies. The region also trains criminal justice personnel regarding identification and interdiction of gangs.

INTERNAL/EXTERNAL ASSESSMENT SUMMARY:

The opportunities facing GITEM during the initial start-up phase were significant and are expected to continue. The positive legislative, gubernatorial and public backing have been overwhelming. The task force's high visibility has increased public awareness and opportunities for educating the public on gangs and gang activities. Other law enforcement agencies' eagerness to participate significantly improved GITEM's ability to mobilize for long-term intelligence and enforcement partnerships. At the same time, GITEM's strong funding support has allowed significant training and education opportunities to provide local law enforcement and criminal justice agencies with training on gang recognition and interdiction.

Threats to GITEM's continued success, however, include the continued denial of any gang presence in some communities by both law enforcement and the public. Furthermore, difficulty in obtaining completed Gang Member Identification Cards (GMIC) from some law enforcement agencies has hindered GITEM's ability to effectively identify and document all gang members. Future threats to GITEM's success include potentially insufficient jail capacity for increased arrests of both adults and juveniles. Loss of public support or a reduction in the budget could also adversely affect the success of the task force concept. GITEM is additionally hindered by its dependency upon local law enforcement to track statistical data on criminal gang crimes in their respective jurisdictions to show increase/decreases in criminal gang activity.

Weaknesses in the program include a potential inability to support all requests for service; inadequate technical communication capabilities between GITEM officers and local law enforcement agencies participating with GITEM; insufficient gang intelligence gathering capabilities; and an incomplete computerized system to track performance measures. The biggest weakness in the program continues to be the high possibility of employee burn-out as a result of the intense work load and long hours. Over the three years, GITEM will continue to address these weaknesses in the program. At the same time, many of the program's strengths, such as strong management support, state-of-the-art equipment, and liberal resources for equipment, travel and training help to temper many potential problem areas. Moreover, the flexible work assignments of the various squads allow the needed mobility to support other squads when necessary. Other major strengths include the decentralization design of the program and the multi-agency task force concept. The diverse capabilities of GITEM officers, their high level of

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:/ experience and knowledge regarding gangs and their willingness to work as a team far outweigh any potential weaknesses inherent in task force operations.

SUBPROGRAM GOAL SUMMARY:

GITEM's highest priority is to identify key gangs in various communities, evaluate their impact, then development methods and procedures to coordinate law enforcement and community efforts to eradicate them. GITEM's long term desired results include a reduction in violent gang-related crime such as assaults and drive-by shootings. Further evidence of success will be evidenced in the reduction in graffiti and weapons seized; and an increased ability by law enforcement to accurately identify and document gangs, gang members and membership in targeted areas. Long term success will be evident in the elimination of gang clothing, gang dress and signs in schools; as well as a reduction in number of school referrals for gang activity at school; a reduction in school violence; and a percentage decrease of acknowledged gang membership in high school surveys.

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While many of the expressed desired results may not be evident for years into the future, the following goals and objectives were developed to accomplish GITEM's mission in the most economical and efficient manner during this planning period. The performance measures were designed to realistically measure GITEM's activities during the reporting period. The long-term objectives stated above will occur as a result.

GOAL 1 - To provide statewide tactical operational support to Criminal Justice Agencies to reduce gang-related criminal activity.

GOAL 2 - To develop a more accurate picture of the extent of gang-related crime and gang membership in Arizona through intelligence data collection sharing and centralization of database information.

GOAL 3 - To establish a partnership between GITEM, the criminal justice community, local communities and civic leaders to address gangs and their effects on the State.

SUBPROGRAM GOALS, OBJECTIVES AND PERFORMANCE MEASURES:

* Goal 1 - To provide statewide tactical operational support to criminal justice agencies to reduce gang-related criminal activity.

Objective 1:

- To review and assess GITEM activities with local law enforcement agencies to determine how best to support their gang suppression/community education needs by June 30, 1997.
- To increase GITEM's ability to support rural communities by implementing at least one additional rural gang squad by June 30, 1998.
- To increase GITEM's ability to support rural communities by implementing at least one additional rural gang squad by June 30, 1999.

Objective 2:

- To expand GITEM's liaison program with Federal, State and County criminal justice agencies to include parole and probation agencies by June 30, 1997.
- To expand GITEM's awareness and educational training in the State's school system by June 30, 1998.
- To develop GITEM as the primary focal point of local law enforcement for all gang-related enforcement activities by June 30, 1999.

Performance Measures:

Type	Performance Measure	FY 1997 Expected	FY 1998 Expected	FY 1999 Expected
Out put	Number of gang suppression details for local agencies (Measured by service requests) 821	356 (As of 6/30/97)	389	409
Out put	Number of local agencies who participate with GITEM in gang suppression details	70 (As of 6/30/97)	77	83
Out put	Number of arrests of known gang members	1,120 1,255(As of 6/30/97)	1,176	1,234

* Includes Safe Streets

* Goal 2 - To develop a more accurate picture of the extent of gang-related crime and gang membership in Arizona through intelligence data collection sharing and centralization of database information.

Objective 1:

- To install and transfer gang database information into the Combined Agency Research Network for the Analysis of Crime (CARNAC) by June 30, 1997.
- To establish a computer network which links information received from GITEM gang intelligence sources with the Department of Corrections criminal intelligence by June 30, 1998. **(SEE NOTE ON ADDENDUM PERTAINING TO THIS GOAL)**
- To develop an ongoing process to incorporate into GITEM intelligence databases, information received from participating Federal agencies (such as FBI, BIA, INS, ATF and Customs) on gangs and illegal gang-related activity by June 30, 1999.

Objective 2:

- To publish and distribute a monthly street gang intelligence bulletin to all criminal justice agencies in the State by June 30, 1997.
- To continue to publish and distribute a monthly street gang intelligence bulletin to all criminal justice agencies in the State by June 30, 1998.
- To continue to publish and distribute a monthly street gang intelligence bulletin to all criminal justice agencies in the State by June 30, 1999.

Performance Measures:

Type	<u>Performance Measures</u>	FY 97 <u>Expected</u>	FY 98 <u>Expected</u>	FY 99 <u>Expected</u>
Out put	Number of officially documented gang members in the state (via GMIC)	9,633 10,491(As of 6/30/97)	10,114	12,225
Out put	Number of gang assessments conducted for local communities (NOTE: This goal is no longer applicable as GITEM is fully implemented)	24 1(As of 6/30/97)	36	18

Out put	Number of street gang intelligence bulletins published & distributed	12 12(As of 6/30/97)	12	12
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* Goal 3 - To establish a partnership between GITEM, the criminal justice community and local community groups and civic leaders to address the gang problem and its effects on the State.

Objective 1:

- To continue to provide local agencies with training to produce a better informed and more unified network for dealing with gangs and their activities by June 30, 1997.
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Objective 2:

- To continue to provide gang awareness and prevention presentations to local schools and community groups by June 30, 1997.
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- To continue to provide gang awareness and prevention presentations to local schools and community groups by June 30, 1999.

Objective 3:

- To expand the graffiti abatement program utilizing local community involvement to rural communities by June 30, 1997.
- To establish within each community willing to participate and report graffiti locations, a mechanism to clean up identified locations by June 30, 1998.
- To continue to support those communities willing to participate and report graffiti locations with mechanism to clean up identified locations by June 30, 1999.

Objective 4:

- To increase the public's awareness of the 1-888-NO GANGS hotline via written and video public service announcements statewide by June 30, 1997.
- To evaluate effectiveness of the 1-888 gang hotline by June 30, 1998.
- To determine alternative funding sources from the community to continue operation of a 1-888 gang hotline by June 30, 1999.

Performance Measures:

Type	<u>Performance Measures</u>	FY 1997 <u>Expected</u>	FY 1998 <u>Expected</u>	FY 1999 <u>Expected</u>
Out put	Training sessions conducted for other agencies.	75 82(As of 6/30/97)	80	85
Out put	Training sessions conducted for schools and community groups	72 101 (As of 6/30/97)	84	98
Out put	"Soft" news stories of GITEM officers and their activities in local newspapers	30 31 (As of 6/30/97)	35	40
Out put	Communities participating in graffiti abatement programs	30 16(As of 6/30/97)	48	52
Out put	Public service announcements developed	5 5(As of 6/30/97)	5	5

Resource Assumptions:

All goals and objectives were developed based upon the assumption that the basic structure of GITEM will not change significantly. The plan and proposed budget further assumes that at least one new squad will be implemented in 1998 and one new squad will be implemented in 1999. All of the expect outcomes for future fiscal years are dependent upon that assumption.

Financial Information:

<u>Source</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Request</u>	<u>FY 1999 Request</u>
General Fund	\$5,541,500 (As of 4/1/97)		

Other Appropriated
Funds (Type)

Other Non-Appro-
priated Funds
(ACJC Grant)

Federal Funds
Match (xx%)

Total Funds

Methodology:

This plan was developed utilizing input from all levels of the organization. An initial brainstorming session was conducted and input generated, then upper management fine-tuned these recommendations to obtain achievable, measurable, goals and objectives. Updates to this strategic plans were made based on input from various levels of GITEM, evaluating effectiveness and projected future requirements.

Plan for Monitoring and Tracking Performance:

Statistical and anecdotal information will be collected and monitored on a weekly basis, then collated into a statistical summary for monthly reporting. Review and evaluation of actual performance data with planned targets will be conducted on a quarterly basis. Overall progress achieved towards goals and objectives will be summarized in GITEM's annual report to Bureau.