

**CALIFORNIA GANG TASK FORCE
FRESNO BULLDOGS
MOU
LEPS 570 Team Echo**

**Racheal Goodpaster
Peter Hernandez
Romina Izaguirre
Diana Vega**

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MODULE 2-PART 1

Introduction

In recent years, law enforcement agencies across California have experienced a surge in gangs and gang-related violence. Historically gangs are becoming more formally organized and more threatening to communities causing fear. Gangs have become more sophisticated structured networks. In 2020, the California Gang Task Force (CGTF) was created. A multi-agency intelligence team focused on suppression, investigations, and prosecution of gang members. We work alongside the U.S. Attorney, Department of Justice, Parole/Probation, Department of Correction and Rehabilitation, local, state, and federal law enforcement agencies, NCIC, HIDTA, and Joint Terrorism Task Force (JTTF). Our goal is to promote intelligence sharing through electronic databases among agencies and implement strategies to combat gang activity.

Task Force Mission

Mission Statement

The California Gang Task Force (CGTF) was established as a statewide agency to collaborate with local, state, and federal agencies to address the violent crime that afflicts our communities statewide. We are committed to the suppression and reduction of gangs and criminal activity throughout California. Our goal is to coordinate, identify, and gather intelligence in disrupting gang operations, seizure, and forfeiture of assets derived from criminal activity.

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Goals

The impact of gangs is dangerous and widespread. It is not only a city or an inner-city issue. It crosses all racial, socio-economic, and geographical boundaries. There must be a strong commitment and communication between law enforcement, social services, the justice system, educational support, health services, family services, elected officials, and the community to make a positive impact. Our goals include identification, arrest, and prosecution of individuals involved in drug and gang activity, maintain intelligence on tracking drug and gang activity, provide updated training to our law enforcement, support our community with anti-gang and anti-drug programs, and partner with our community for prevention and education.

Strategies

The California Gang Task Force (CGTF) strategy is to engage in efforts to suppress criminal gang crime, supervise offenders on probation and parole, and prosecute these offenders. The participating agencies on this MOU will coordinate data-driven and anti-gang strategies to address the deep-rooted mindset of street youth gang problems.

Intended Results

California Gang Task Force (CGTF) intentions are to meet our goals, as stated in our mission statement. We will provide an annual report summarizing our results, intervention, success rate, arrests, and the status of the California gang situation. This information will

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be made available for public viewing and feedback at www.cgtf.gov. Our website will include additional gang prevention and other resources for our community and updates.

Assessment

Our agency will be proactive to suppress criminal gang crime. It will use criminal gang intelligence, **such as** CalGang, which is managed by the California Department of Justice (DOJ). It allows participating law enforcement agencies to identify and track gang members. It is designed to provide timely and more accurate intelligence to participating agencies. The system operates according to the United States Code of Federal Regulations, title 28, section 23 as a Criminal Intelligence System (CalGang, 2019).

Procurement

The activities will include early prevention and intervention, education programs, job and skills development, and law enforcement gang suppression. The funds will also be used for office space, equipment, office supplies, etc. As required by CalGRIP, an annual Local Evaluation Plan and Final Local Evaluation report will be provided to account for our grant spending (BSCC, 2020).

Task Force Model

The Fresno Bulldogs (FBD) is the largest gang in the Central Valley of California. The gang is predominately Hispanic and remains the largest gang in Central California, comprised of over five thousand members and six thousand associates (National Gang Threat Assessment 2009, pg. 33). The gang initially started as a subset of Nuestra Familia,

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a large prison gang. The FBD did not want to answer to anyone and became self-governing in the late 1980s. The FBD has spread across the country. The gang has been involved in crimes such as but not limited to murder, rape, drug trafficking, assaults, assaults on law enforcement, robberies, burglaries, extortion, and weapons trafficking.

The California Gang Task Force will be a multijurisdictional model. It will utilize the Fresno Police Department as the lead, working in conjunction with Fresno County Sheriff, Fresno County District Attorney's Office, US Attorney's Office, DEA, ATF, DOJ, CHP, Fresno County Probation, CDC, and FBI-specifically the FBI Safe Streets Task Force. As seen fit, neighboring agencies can be included in the CGTF.

We will also partner with community organizations such as Fresno Unified School District, Central Unified School District, Fresno City College, Fresno State University, Big Brothers & Big Sisters, YMCA, Fresno City Council, Faith-based organizations, mental health and addiction counselors, and local tattoo removal companies.

The Fresno Police Department will be the lead agency and will work in conjunction with the above-named agencies and community organization to suppress gang-related crime, prevention of future crimes, outreach and engagement with at-risk youth, and reform active gang members to become productive members of the city of Fresno. The California Gang Task Force will have a lead for each section of the task force and report back to the CGTF Director. There will also be a liaison for the community organizations.

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The California Gang Task Force will present periodically to the Chief of Police, who will provide the updated statistics to the media and Fresno City Council. Periodic check-ins with reformed gang members will occur to help maintain the integration into society without committing crime. We will seek out businesses who would like to participate in a “back-to-work” program. By forming partnerships with outside Law Enforcement Agencies, Community Organizations, and local businesses, the California Gang Task Force will work together to combat the negative effects of the FBD on the City of Fresno.

Task Force Personnel

The Board of Directors is comprised of one law enforcement executive from each participating agency to preside over the California Gang Task Force (CGTF). The Board of Directors shall oversee the on-going operation and has all the powers and authority to manage the CGTF. The Fresno Police Department shall serve as the lead agency for the CGTF.

The chain of command establishing the delegation of authority, the placing of responsibility, and the supervision of operations and administration within CGTF is as follows:

· ***Board of Directors > Executive Director > Deputy Director > Group Leader > Group Supervisor > Task Force Officer > Support Staff & Volunteers***

Participating CGTF agencies have entrusted the Executive Director to coordinate the efforts of all CGTF members to accomplish the task force mission. All CGTF members shall follow all policies, procedures, and guidelines specifically enacted by the CGTF.

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The Executive Director shall be appointed by and serve at the pleasure of the CGTF Board of Directors. The Executive Director shall be a sworn officer in an executive-level position from a participating agency. Under the general direction of the Board of Directors, the

Executive Director is responsible for the coordinated planning and day-to-day operational management of the CGTF. A deputy director shall hold the rank of lieutenant (or the equivalent) or above. A deputy director is a management-level position primarily assigned to Headquarters. Under the general supervision of the Executive Director, the deputy director assists in the organizational management of the CGTF. Specific duties include direction and supervision of team leaders, group supervisors; guide CGTF members in accomplishing the mission of the CGTF; other duties as assigned by the Executive Director.

A team leader shall hold the rank of lieutenant or the equivalent. A team leader is mid-level management position assigned to an enforcement team. Under the general supervision of the Executive Director and their deputy directors, the team leader manages, organizes, and directs investigations undertaken by CGTF. Specific duties include: provide direction and supervision of group supervisors, planning, assignment, and direction of the investigations undertaken by CGTF; analysis of situations and direction of effective action; and performance of other duties as directed. A group supervisor shall hold the rank of sergeant or the equivalent. Under the general supervision of the Executive Director, their deputy directors, and team leaders, the group supervisor organizes and directs

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investigations undertaken by CGTF. Specific duties include planning, assignment, and direction of the investigations undertaken by CGTF; analysis of situations and direction of effective action; supervising a team of CGTF officers; on-the-job training; and performance of other duties as directed.

A CGTF officer shall be a sworn law enforcement officer from a participating agency. Under the specific direction of a group supervisor, a CGTF officer conducts investigations undertaken by CGTF. Special duties include Organization and participation in the investigation of violations of the state and federal laws, and other criminal investigations as assigned; discovery and seizure of evidence; court appearances as an expert witness; preparation of search warrant affidavits and reports; coordination of investigations with other law enforcement officers; enforcement of all lawful orders and performance of such other duties as may be assigned.

The CGTF also requires various support staff and volunteers to complete essential administrative duties. These administrative support positions often require specialized skills, education, or experience to successfully understand, manage, delegate, and/or conduct the necessary tasks to accomplish the mission of the CGTF. Volunteers can provide an invaluable service to local government agencies by donating hundreds of hours of their time each year. Any CGTF Volunteers shall work at the direction of the Executive Director or their designee. Civilian volunteers shall not participate in any law enforcement operation without prior approval of the Executive Director.

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DATA COLLECTION

The CGTF adopts definitions utilized in the California Street Terrorism Enforcement and Prevention Act, otherwise known as The Step Act, (enumerated in California Penal Code 186.22).

Criminal Street Gang(s) Definition:

-An on-going organization consisting of three (3) or more persons, having a common name, mark, sign, or symbol. One of the primary activities of the criminal street gang is to engage in the commission of crimes identified in Penal Code 186.22(e) and the members of the criminal street gang individually or collectively engage in criminal activity.

Criminal Street Gang Member(s) Definition:

-A person who actively participates in any criminal street gang, with knowledge that its members engage in, or have engaged in, a pattern of criminal activity, and who willfully promotes, furthers or assists in any felonious criminal conduct by member of the gang by either directly and actively committing a felony offense, or aiding and abetting in a felony offense.

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Gang Affiliated Person Definition:

-Any person who is convicted of a felony committed for the benefit of, at the direction of, or in association with any criminal street gang, with the intent to promote, further, or assist in any criminal conduct by gang members.

Gang Related Crime Definition:

- When a criminal street gang member is involved in a crime, regardless of their involvement in the crime, or the motivation of the crime, the crime shall be determined to be a gang-related crime.

Gang Validation

- A person meeting three or more gang criteria can be validated as a criminal street gang member. Prior to completing a GREP, CGTF members shall ensure each of the identified criteria has been documented with a source document, ie. Police report, or field identification card. Once California Gang Task Force members have identified a person meets gang validation criteria, they are required to complete standardized Gang Reports (GREP), and include all associated source documents. California Gang Task Force members shall ensure the following information is included in a GREP: the person's full name, birthdate, address, gang criteria, gang moniker, gang tattoos, as well as gang associates shall be included in the GREP. Photographs can also be attached to the GREP for documentation, and are highly encouraged. All completed GREPS shall be turned in to a CGTF supervisor who will ensure the information is entered into Cal Gang.

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Reclassification of Crimes

When CGTF member(s) becomes aware of a report that he/she determines to be gang-related after the report has been filed with the district attorney's office, the member(s) shall make their supervisor aware of the finding. The supervisor shall also review the report, and shall consult with the District Attorney before adding gang-related charges. If the District Attorney agrees and determines gang-related charges shall be added, the District Attorney will advise the detective to add the gang-related charges, as well as communicate to the supervisor and the investigator if there is additional investigation needed before adding the gang charges. The successful prosecution of gang cases by members of the CGTF depends on the constant communication and collaboration of all agencies that make up the CGTF.

Unit Analytics

The CGTF will utilize the CalGang database to track all identified and validated criminal street gang members. When a detective has validated a criminal street gang member, he/she shall add or update the validation information in CalGang. Records will be kept in the CalGang system for a period of five years. If the validated criminal street gang member has no police contacts proving his on-going gang involvement after a period of five years, the record will be purged.

MODULE 3-Part 2**RISK MANAGEMENT / LIABILITY PROCEDURES****Use of Force**

Members of the CGTF shall use only that amount of force that reasonably appears necessary, given the facts and totality of the circumstances known to or perceived by the officer at the time of the event to accomplish a legitimate law enforcement purpose (Penal Code 835a). The reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident. Any evaluation of reasonableness must allow for the fact that police officers are forced to make split-second decisions about the amount of force that reasonably appears necessary in a particular situation, with limited information and in circumstances that are tense, uncertain, and rapidly evolving.

In addition to the above directive relating to use of force incidents, individual CGTF members shall be aware of and abide by the use of force policy of their respective employing agency.

Informant Definitions

Citizen Informant - An identifiable citizen, who in good faith provides information on criminal activity to an officer without an expectation of compensation, reward, or favor. The citizen's identity is subject to disclosure upon the request from the DA's office. Therefore, the officer will need to document this information in a police report.

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Confidential Reliable Informant - A person who is given specific direction by an officer, for any reason, whether on one occasion or many, in an attempt to secure information on criminal activity; or requests any form of compensation for information on criminal activity, or tasks performed (paid); or requests favorable consideration on a pending criminal case (contract).

Juvenile Informants - The use of juvenile informants under the age of thirteen (13) is prohibited.

Informant Management

The utilization of CRI and citizen informants is often necessary to infiltrate criminal street gang enterprises. CGTF members shall be aware that the proper handling and management of informant is mandated to prevent significant risk to the CGTF, officers, or the informants themselves. CGTF members shall complete a POST Certified CI Management course prior to signing up or working with a confidential informant and shall create and submit a CI file for approval to the CGTF Executive Director. The CI file should include a CI agreement, and liability waiver, which shall be signed by both the CI and the CGTF member. The CI file should also include thorough background investigations on the CI. Once the file has been completed, it shall be approved by the CGTF Executive Officer. Only informants who have been approved by the CGTF Executive Director or his designee can be utilized and are eligible to receive any form of compensation.

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Members engaged in undercover/CI operations shall be registered with LA Clear and inform LA clear of any undercover/CI operation to increase “officer safety” and “investigative effectiveness.”

Member/Informant Relationships

Each informant shall have a primary member assigned to them to ensure full-time control.

The member’s supervisor shall be kept updated on all informant related events.

It is imperative that the member(s) maintain objectivity throughout this relationship. The informant shall be dealt with a friendly and honest, but businesslike manner. Personal off duty relationships are prohibited. All contacts with the informant shall be in person whenever possible and with prior notification to the member’s supervisor. All interactions between the informant and the CGTF member shall be documented in the CI CGTF log, and conducted on duty. If any off duty contact is made, members shall notify their supervisor. Two members shall be present when contacting informant(s). Members shall be conscious of the possibility of allegations of impropriety of a sexual nature being alleged by an informant. Two CGTF members shall meet with CI’s at during all contacts.

Informant Payments

A CGTF Supervisor shall approve the payment before the payment is made. Two members shall meet with the informant for the purpose of providing payment. A signed receipt shall be signed by both CGTF member(s) and informant, and then turned in to the supervisor.

A copy of the receipt shall also be kept in the informant file.

Evidence handling policies and procedures

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Money handling

All money seized during an investigation shall be placed in a pre-printed money envelope. The envelope shall include the related case number and the amount of money being booked-specifically naming the money denominations on the envelope. The booking of money shall be made using the two-person rule. One member shall count the money by one member, and witnessed by a second member. Both members shall sign with their name, badge number, and the date, before booking the envelope into evidence.

Overtime And Time Management Documentation and Practices

All CGTF overtime shall be approved by CGTF Executive Director, and tracked by CGTF Supervisors. CGTF Supervisors shall complete a report documenting overtime usage and submit to the CGTF Executive Director by the first of each month.

TRAINING

CGTF members are to work as a collective team. Each agency, department, and entity has to complete a mandated training to be considered a working member. The training will focus on various aspects and duties to be performed while engaging in duties related to the CGTF. Each new member will be required to engage in the training prior to working in the field. Both sworn and non-sworn staff will have various training courses to be completed. All training records will be maintained by the designated Training Coordinator.

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Sworn Staff Training

Sworn staff is designated as Law Enforcement Officers, Sergeants, Lieutenants, Captains, and anyone holding California Peace Officer status as recognized by California POST. (These classifications will be referred to as Sworn Staff from here on out). Sworn Staff will be required to attend training regarding 1) completion of a gang validation; 2) Felony (High Risk) Vehicle stops; 3) POST-Learning Portal Search Warrant class; 4) Dynamic Building Entry and Search Training; 5) Officer Rescue training; 6) Tactical Lifesaver course, and 7) Social Media Investigations. Other training may be added throughout the CGTF operation.

CGTF members will be responsible for instructing the community organizations of topics such as, but not limited to, gang identification, identifying gang activity, G.R.E.A.T. program¹, and community awareness. They will also participate in community outreach, community meetings, and partner with schools to reduce gang violence.

Non-Sworn Staff Training

Non-Sworn Staff will attend training on personal safety, gang identification, identifying gang activity, G.R.E.A.T. program, social media investigations, and record-keeping for Non-Sworn working in-house for law enforcement.

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Training Records

The Training Records will be maintained by the designated Training Coordinator. Each staff member will have a training file, and training certificates will be maintained electronically. The Board of Directors may audit training records at any time by requesting the records from the Training Coordinator.

Training Outreach

Sworn Staff will be required to work with the various patrol and specialty teams to conduct up to date training regarding the CGTF. These trainings may be training bulletins with updated information on recent crime involvement, trends with tattoos or clothing, or known hang out locations. Other forms of training may be in-person presentations or a training video. Sworn Staff are encouraged to work with patrol officers and assist when gang-related calls for service are in progress.

Staff is also encouraged to participate in as many community events as possible to help with education and utilize community-oriented policing techniques to help reduce the number of gang-related crimes and improve the quality of community cohesion².

FUNDING/BUDGET / TOTAL OPERATIONAL EXPENSES

The majority of the California Gang Task Force (CGTF) funding shall come from participating agency contributions, state and federal grant-funded sources, and asset forfeiture.

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Total Operating Budget

Combined, the total operating budget of the CGTF is approximately \$1.8 million annually. The CGTF enjoys tremendous fiscal relief by participating agencies absorbing participating personnel base salary and supplemental benefit costs, as well as the Fresno Police Department housing the CGTF Headquarters, creating task force cost savings in not leasing and maintaining off-site facilities.

Annual Budget

Prior to the beginning of each fiscal year, the CGTF Board of Directors shall review and adopt an annual budget. The Executive Director has the responsibility to ensure that these funds are properly managed and maintained throughout the year. The Executive Director shall appoint a Controller from the Support Staff to assist in all financial management.

CGTF General Fund

The CGTF will have one or more accounts maintained by the CGTF Controller. Collectively, these accounts make up the CGTF General Fund. The General Fund will support overall CGTF operations, including a number of CGTF subsidiary funds and expenses, including but not limited to Special Appropriation Funds for Group Leaders and Group Supervisors, Field Expenditures, and Evidence Purchase

Participating Agency Responsibility

Each law enforcement agency participating in the CGTF shall be responsible for all salary, benefits, equipment, and predesignated portions participant overtime expenditures.

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- Salary shall include all agreed-upon compensation provisions of the respective CGTF member's employment contract or collective bargaining agreement.
- Benefits shall include all agreed-upon provisions of the respective CGTF member's employment contract or collective bargaining agreement regarding additional employee benefits, including but not limited to time accruals for vacation, sick leave, and compensatory leave, employer-paid medical, dental, and vision insurance, etc.
- Equipment shall include all required equipment necessary for safe and efficient CGTF activity, including but not limited to CGTF member vehicles and maintenance, weaponry and ammunition, all communications equipment, tactical safety equipment such as ballistic helmets, load-bearing vests, and Kevlar body armor.
- Overtime expenditures shall include the overtime compensation of any participating CGTF member resulting from extended or emergency CGTF operations. Participating agencies agree to compensate the first 12 hours of accrued overtime per pay period for each CGTF member, with any overtime hours exceeding 12 hours to be compensated out of the CGTF general fund.

Grant-Funded Sources

The CGTF has applied for and received various state and federal grants to fund the operation. The Federal Bureau of Investigation's (FBI) "Safe Streets Initiative" and the Bureau of Justice Assistance (BJA) "Project Safe Neighborhoods" remain reliable sources

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of grant funding with a focus on gang suppression. However, due to the pervasive nature of gang crime, gang activity, gang influence on other crimes, the CGTF has received funding from a broad spectrum of unconventional grant sources. For example, the High-Intensity Drug Trafficking Areas (HIDTA) program of the federal Drug Enforcement Agency (DEA) has awarded grant funds to the CGTF, based on the symbiotic relationship between gang activity and drug trafficking. The identification and application for grant funding will be ongoing due to the transitory nature of most state and federal grant sources.

Equitable Sharing / Asset Forfeiture

The CGTF receives Equitable Sharing funds from both federal and state asset forfeiture proceedings. Asset forfeiture funds resulting from seizures of proceeds of bona fide gang activity shall be applied to CGTF operational costs, with remaining portions equitably distributed among participating agencies in accordance with established MOUs and agreements. The Asset Forfeiture Fund will be subject to frequent review and audit in accordance with established CGTF policy and procedure and state and federal laws.

Other funding sources

The CGTF will actively seek additional funding each fiscal year through grant-funded sources and possible partnerships with additional agencies in the interest of expanding the CGTF's area of operations. While many private businesses and other organizations have a vested interest in the suppression of gang violence and gang activity in their respective areas, in the interest of organizational transparency and propriety, the CGTF will

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discourage contributions to operational expenses or any other CGTF activity from private entities.

POLICIES AND PROCEDURES GUIDELINE

Purpose

The purpose of this guide to provide members of the California Gang Task Force (CGTF), a policy and procedures manual for its members and agencies collaborating with CGTF. The California Public Records Act, requires the CGTF to make our policy available for inspection by the member of the public unless exempted from disclosure. (Bradford, SB978, 2020).

Policy

Each collaborating agency needs to make proper notifications regarding the California Gang Task Force areas of concern. No unilateral action shall be taken without the coordination of the CGTF. The operations manual will include use of force, evidence handling, injury procedures, firearms, shooting incidents, high-risk search warrants, arrests, and undercover operations. It will detail the risk classification of warrants and the responsibility of the team leaders to determine if it will be classified as “high risk” or “low risk.” All search warrants will be planned, briefed, and served according to policy.

Critical Incident Response Plan

The CGTF defines emergency action guidelines to establish areas of responsibility. Each area of responsibility is under the control of CGTF. This provides a critical incident checklist, key administrative tasks, and a checklist for reviewing policy and plans.

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Confidential Informant Guidelines

Our policy requires if utilizing a person as an informant, our agency will vet informants for suitability. Our agents will oversee the use of informants. Our confidential informants must sign an agreement. Our agents will continue to evaluate and review their informants for suitability. All requests and reviews will be forwarded through their chain of command monthly.

Undercover Guidelines

Undercover activities mean any investigative activity involving the use of or cover identity by an employee of the CGTF. Undercover operations shall be authorized by the Officer in Charge or by his/her designee.

Risk Management

Internal and external compliant procedures will define workplace sexual harassment, procedures for filing complaints, mandatory training, and discipline.

Administrative

The CGTF administrative manager will ensure all administrative operations. Our agency will detail payroll, purchasing, and all monies in purchase orders and operations.

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Knowledge of Contents

A copy of the manual will be readily available to every member on the Department's server, as well as issued to every member is required to electronically sign for the manual. This acknowledgment will record the member has received, read, understood, and agree to follow policy.

Policy Implementation

Members will be trained on current and newly added policies to ensure they fully understand the requirements that are implemented. The training will include administrative and operation topics, in particular high-liability issues.

Quarterly Deconfliction Meetings

To ensure that policies and procedures are current, legal and relevant, California Gang Task Force (CGTF) governing board and a representative from each allied agency will re-evaluate on a quarterly basis trends and patterns of gangs. This is to ensure there are no conflicting policies or issues. Updating this manual will be conducted quarterly starting in March 2020, with the assistance of patrol officers, gang specialists, narcotic investigators, homicide, community members, District Attorney's office. The goal is to update, distribute, and train members of changes and to assure operations are in compliance with legal standards, and there aren't conflicting policies within our agencies.

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Policy Development and Review Board

All CGTF policies will be reviewed regularly by the Compliance Manager Team, at least once every year, including operations policy. Finance, budgeting, staffing, resources, etc. The CGTF will encourage an open and proactive approach to identifying issues, such as policy gaps, policy development, and amendments.

The newly drafted policy will be submitted to the Board of Directors with all relevant information and documentation relating to the new policy. The Compliance Manager will be responsible for monitoring the draft policy is forwarded and record any feedback of further policy review within the appropriate timeframe. Review dates should be assigned with the Board of Directors for review, and a representative from each allied agency will review policies and procedures and recommend revisions/updates as appropriate to reflect legal updates, agency programs, and operations to maintain best practices. Such recommendations will be reviewed and approved by the Executive Committee of the Board.

Module 4-Part 3

Operational Planning/ Investigation/Prosecution

OPERATIONAL PLANNING

Comprehensive operations plan with interagency partners to identify potential risks and threats planning. This will include information on the execution of the event, roles, and authorities from the various agencies. With our partner agencies, we will discuss pre-event planning, infrastructure resources, intelligence, staffing, and integrated command centers. All operational Incident Action Plans (IAP) shall be approved by the Deputy Chief, Commander, and/or designee.

By establishing Standard Operating Procedures (SOPS) and Inter-Agency Memorandums of Agreement (IMO) in compliance with local, state, or federal law. These agreements shall establish and specify the chain of command, operational, duties, and responsibilities of supporting units and joint requirements.

INVESTIGATION/PROSECUTION

The use of our undercover operations, electronic surveillance, and the use of informants are important investigative tools we will use to coordinate with the Department of Justice (DOJ). The DOJ find these investigative tools highly effective to prosecute and disrupt gang activity. Our objective is to coordinate efforts with the DOJ and the U.S Federal prosecutors using the Racketeer Influenced and Corrupt Organizations (RICO) statute. The CGTF will coordinate with DOJ's Criminal Division's Organized and Gang Section

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(OCGS). These are specialized Federal prosecutors who specialize in organized crime and specialize in RICO statutes for prosecution (RICO, 1970).

STRATEGIC PLANNING/TACTICS/BRIEFINGS

The incident action plan will be briefed to allied agencies incident and tactical supervisors through oral briefings or using a secured online teleconference leading up to the planned event. Incident objectives will be discussed, information, tactical, and safety. Determining initial tactics and personnel development to formalize a written Incident Action Plan (IAP). Supervisors and Tactical supervisors will then brief their assigned personnel on their assignments.

PUBLIC SAFETY

Law enforcement specialized teams often deploy high risk, large scale, and extended operations. The CGTF trains throughout the year to maintain the necessary skills to maximize the probability of peaceful resolution to critical incidents. Training also helps maintain safety to the community, our members, and offender(s).

OPERATIONAL PLAN TEMPLATE

In a joint strategy, an operation plan serves as a template in our **joint** strategy.

Situation

- Event (Essential information to understand the situation. Briefing the suspect(s) or event.

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- Location (controlled/observed/surveillance/hazards/PUBLIC SAFETY)

Mission

- Clear and concise statement of purpose of the operation. How to conduct the operation.

Suspect

- History (photo, gang affiliation, weapons, queried databases- HIDTA, INTERPOL, etc.)

Execution

- Resources allocated to event and area
- Personnel/tasks
- Resources allocated to the event and area
- Hazards, risks, dangers
- SWAT risk assessment

Command/Administration

- Risk Manager on site
- Logistics (Command structure, map of the target area, radio frequencies, staging, mutual aid)
- Medical evacuation plan (wounded, officer down, etc.)
- Equipment (Equipment/supplies)
- Multi-agency command (Joint Operations Center)
- Interagency agreements on mission agreements

Media Staging Area

- Communication

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CONTINGENCY PLAN/EMERGENCY PLAN/ AFTER ACTION REPORT

- Timeline of event/response/Improvements/solutions

CRITICAL INCIDENT RESPONSE/MEDIA POLICY

Conducting day to day gang CGTF operations is inherently dangerous. CGTF members will have to carry out their day to day operations in volatile environments that can quickly evolve into a critical incident. This policy was created to minimize risk to CGTF members while ensuring CGTF members anticipate and plan for the inevitable critical incidents.

Members of the CGTF shall be prepared to contend with critical incidents which can include but are not limited to:

Anytime an officer discharges a weapon, serious assault(s) or injury to a team member, exposure to a traumatic event (e.g., officer-involved shooting, or a child death), serious injury to or fatality of an in-custody suspect, barricaded or hostage incident, vehicle collisions resulting in death or serious injury.

Officer-Involved Shootings

Officer-Involved Discharge of Firearms

When CGTF member(s) have been involved in a Critical Incident, CGTF members are to abide and adhere to the established Officer-Involved Shooting Policy.

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CGTF Member Responsibilities

CGTF members who are involved in the discharge of a firearm are responsible once the scene is stabilized and all the potential threats to officer safety are resolved to:

- (a)-Request necessary medical assistance.
- (b)-Establish and maintain the integrity of the crime scene.
- (c)-Notify the CGTF supervisor. If the supervisor is unavailable, the CGTF Commanders shall be notified.

CGTF Supervisor Responsibilities

The CGTF Supervisors upon receiving notification of the discharge of a firearm by a member shall:

- (a)-Respond to the scene, set up a command post, activate an incident command post if necessary (including a scribe, perimeter, media staging).
- (b)-Provide for the safety or the medical treatment of employees, the public, witnesses, and/or suspects. The supervisor will also be responsible for obtaining a safety statement from involved personnel.
- (c)-Notify and request the response of the agency that has the primary criminal investigative responsibility for the location.
- (d)-Notify the involved employees' parent agencies.
- (e)-Notify both the team and CGTF Commander of the incident.

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Investigation of the Incident

The investigation of the Officer-Involved Discharge of a Firearm shall be conducted according to the policies of the agency that has primary criminal investigative responsibility for the location. Additional investigation or concurrent investigations may be conducted by the member's parent agency. All assistance that is possible will be conducted by the CGTF supervisory and management staff.

Additional Notifications

The CGTF Commander will be responsible for notifying the Chief or Sheriff of the involved member. The DA and Union attorneys will respond to ensure the officers' rights are adhered to. Peer Support officers will respond, as well.

CGTF Member's Personal and Emergency Information

Emergency contact information for all members should be in a sealed envelope in their employee file. Employee files will be housed in the CGTF Office. CGTF Secretary will send out a quarterly roster, and any new changes will be disseminated to all members as soon as possible with new information highlighted in yellow.

Transportation and Security of Involved Personnel

When CGTF members are injured during a critical incident, they shall be transported to the hospital by ambulance or in a patrol vehicle, when waiting for an ambulance is not feasible. When CGTF members are involved in a critical incident, but not injured, they shall be afforded the opportunity to choose a peer support officer of their choice, after

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providing a safety statement to the incident commander. The peer support officers will be responsible for transporting the officer from the scene of the critical incident to an off-site facility. Peer support personnel will ensure the CGTF member's needs are taken care of, and they shall also be responsible for the security of the involved member.

Legal Representation

Legal representation shall be afforded to a CGTF member any time the member is involved in an incident that requires legal representation, including but not limited to: an officer-involved shooting, or an in-custody death.

Media

The CGTF Commander, or his designee, shall respond and be responsible for collecting information regarding the incident. The CGTF Commander shall make every reasonable effort to coordinate media releases with the authorized representative of each involved agency prior to the release of any information. In situations where the CGTF Commander has given prior approval, CGTF Supervisors and designated Public Information Officer(s) (PIO) may act on the CGTF Commanders' behalf.

Prior to releasing any information to the media, CGTF members shall consider the following:

At no time shall any member of the CGTF make any comment or release any official information to the media without prior approval from a supervisor or the designated Department PIO.

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Information relating to critical incidents will be provided to the media. This information will be restricted to:

(a)-The date, time, location, case number, type of crime or incident, extent of injury or loss, and the name(s) of individuals (except confidential informants) involved in the incident, or arrested during the incident, unless the release of such information would endanger the safety of any individual or jeopardize the successful completion of any ongoing investigation. A brief summary of the incident subject, including general facts of the case, can also be provided at the discretion of the CGTF Commander, designee, or PIO.

At no time shall identifying information pertaining to a juvenile arrestee, victim or witness be publicly released without prior approval from the CGTF Commander, or through a court order.

Media Access

A media staging area should be designated by the incident commander. The staging area should be outside the perimeter and away from the operations center. The PIO, who will be a direct report to the Chief of Police, will be responsible for setting up the staging area and coordinating the release of information per established ongoing investigative restrictions. Before releasing any information to the media, the PIO shall clear the information through the chain of command. Media release/contacts will be subject to the following conditions:

(a)-The media representative shall produce valid press credentials that shall be prominently displayed at all times while in areas otherwise closed to the public;

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(b)-Media representatives may be prevented from interfering with emergency operations and criminal investigations. In situations where media access would reasonably appear to interfere with emergency operations and/or a criminal investigation, every reasonable effort should be made to provide media representative with access to a command post at the nearest location that will not interfere with such activities.

(c)-no member of the Department shall be subjected to media visits of interviews without the consent of the involved member (Govt. Code 3303(e)), and

(d)-Media interviews with individuals who are in custody shall not be permitted without the approval of the Chief of Police and the expressed consent of the person in custody.

CONFIDENTIAL INFORMANTS/INVESTIGATIVE FUNDS

The CGTF will be utilizing Confidential Informants (CI's) during investigations. All members of the CGTF will be trained on the use of CI's, documentation, policies regarding the use of CI's and investigative funds. The training must be completed prior to using CI's and/or investigative funds. Officers will complete a scenario to verify compliance with policies.

Confidential Informants

The use of CI's may be necessary during various investigations throughout the CGTF operations. CI's are a valuable asset. Officer safety is paramount, as well as the safety of the CI while conducting business with the CGTF. CI's must be on file with the CGTF prior to utilization. For a CI to be on file, an officer must conduct a background check on each CI, verify the CI is not being used by another agency through Western States

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Information Network (WISN), photograph the CI, have the CI sign an agreement and waiver. Once the file is complete, a supervisor must approve the file prior to use.

Officers must be aware of the CI's parole/probation and/or pending cases against them. If the CI into one of these categories, the officer and supervisor must get written permission from the parole, probation, the District Attorney, and the court if required.

Use of Confidential Informants

Officers must advise a supervisor of the use of a CI as soon as possible. Officers must conduct a briefing with the CI prior to an operation. The briefing will include searching the CI prior to going out in the field. CI's will acknowledge the safety aspects of the operation and understand the officer is in charge. Officers will document all CI contacts, actions, and log any and all evidence obtained. If the CI is a paid CI, approval will come from the CGTF Commander. All funds paid out must be witnessed by a second officer. Officers will document any and all serial numbers of currency used during CI operations.

Audits. The CGTF Supervisor is responsible for being aware of operations utilizing CI's. The Supervisor will approve the use of investigative funds for operations, whether to use for purchases of contraband or to pay the CI. The Supervisor must conduct random audits on the use of funds, CI files to ensure all documentation is up to date, CI's are vetted, CI interviews, and documentation by officers is correct. The CGTF Commander may also audit any file at his/her discretion.

Investigative Funds. The CGTF will utilize the partnerships on the CGTF to assist with funding. The DEA, DOJ, ATF, and FBI will be utilized for any type of federal funding

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available. The CGTF will seek out grants to be utilized for CI funding operations. The Commander will seek authorization from the Chief of Police for the use of Asset Seizure funds to assist with offsetting the costs of CI usage. All investigative funds will be tracked and can be audited at any point in time.

Any member of the CGTF that is found to be in violation of the CI/Investigative Funds policy is subject to discipline, including but not limited to removal from the FBTF.

Members of the CGTF are to remain professional and refrain from fraternization and entering relationships with CI's. If a CI is of the opposite gender from the handling officer, an officer of the same gender as the CI must be present when conducting business.

STAKEHOLDERS

Stakeholders and Outcomes

There are a number of stakeholders that have a vested interest in seeing the effect of criminal street gang activity and violence mitigated across their broadening area of influence. They include local law enforcement agencies, whose personnel face increased and sometimes targeted risk from neighborhood gang members. They also include local businesses, who suffer from increased property crimes committed by organized criminal street gang members or by potential client loss when members of the public choose to do business in areas where gangs have less of a footprint. Finally, and by far the most critical, is the residents and homeowners who live among the gangs and whose sons and daughters are directly impacted by gang activity every day.

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The CGTF was formed in response to the needs of these stakeholders. These entities and organizations have already contributed to and will continue to shape the expectations and goals of the CGTF moving forward. The CGTF will continue to seek information and guidance from its stakeholders, and in turn, constantly reassess operational effectiveness in order to achieve optimal results. Ultimately, the accomplishment of CGTF goals will be determined by stakeholder consensus. The key stakeholders in the CGTF mission include:

The law enforcement community

Law enforcement agencies participating in the CGTF, as well as their neighboring agencies, will be critical contributors to the conversation of CGTF effectiveness. These agencies, through the CGTF, have also partnered with local offices of the Federal Bureau of Investigation (FBI), the United States Marshal's Office, the Department of Homeland Security, the California Department of Corrections, and Sheriff, District Attorney's Offices, and probation departments in Fresno, Sacramento, San Francisco, and Los Angeles counties. The CGTF will regularly consult with and participate in comprehensive collaboration with each of these organizations, in order to share information and act on intelligence deemed credible. In turn, each of these organizations has offered to assist the CGTF in their efforts in the form of limited support personnel, intelligence, and specially assigned prosecutors.

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The CGTF will seek to create measures of effectiveness by employing participating agency crime analysts to gather intelligence-led policing data and crime statistics, arrest and case closure statistics, gang-related prosecution outcomes, and determining whether overall police contacts and calls for service relating to gang activity are declining over time. Neighboring adjacent agencies will also provide informal feedback, intelligence, and crime data regarding the impact of CGTF operations on gang activity in the area.

Local business community

Large and small businesses and corporations based in the CGTF area of operations are also critical voices in cgtf planning. The CGTF will host regular meetings with these companies affected by gang activity to discuss their concerns and gather feedback on whether task force efforts are having a positive effect on their businesses. Partnerships and productive communication with the local business communities in these affected areas will allow them to stand ready to introduce new commerce into their communities in the event that the CGTF efforts can engender a recession of gang activity.

The Chambers of Commerce in each of the participating agency cities have agreed to assist the CGTF in arranging and facilitating business community meetings, as well as conduct periodical surveys with business owners on behalf of the CGTF to help determine the long-term effectiveness of CGTF operations.

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Residents, schools, and social organizations

Unquestionably, it is the residents of areas affected by gang activity that suffer the most. They experience crime and violence in their neighborhoods at such frequency that it can become numbing. Worse, their children are either scourged by gang members in their own neighborhoods, parks, and schools, or they are actively recruited to join gangs and get pulled into a life of calamity and uncertainty. Because of that suffering, the residents, schools, and social organizations have much to gain from a successful CGTF and must have a voice in how the CGTF should proceed.

The participating CGTF agencies will establish call centers and/or hotlines for the residents of their communities to forward information or tips anonymously relating to gang activity in their neighborhoods. The participating CGTF agencies will also schedule regular public meetings for residents to updated on CGTF progress and provide opportunity to offer feedback.

The CGTF has agreed to partnerships with the Fresno Unified School District, Sacramento City Unified School District, San Francisco Unified School District (SFUSD), and the Culver City Unified School District (CCUSD) for the purpose of information-sharing and targeted enforcement of gang influence affecting their schools.

Religious and other social organizations will also be key to the success of the CGTF. These groups have offered their help in providing venues and refreshments for CGTF related

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events and public forum, as well as counseling services for members of the community affected by gang violence and activity.

Information sharing is key to the success of the CGTF. Through effective partnerships with stakeholders throughout the CGTF area of operation, the long-term goals of the CGTF can be accomplished to the benefit of all the invested parties.

MODULE 5 -PART 4**CASE MANAGEMENT****Case Management**

CGTF group members may be diverse in agency practices and culture as they coordinate highly advanced and specialized law enforcement methods of investigation and enforcement. Due to the broad spectrum of varying training and experience, it is the goal of CGTF to establish investigative and operational guidelines to be utilized by participating agencies. The following guidelines address specific procedures and are intended to enhance safety, efficiency, and create consistency among the CGTF investigations.

Basic Investigative Training

Gang investigations and undercover operations, in general, require specialized training in the areas of surveillance, confidential informant handling, undercover operations, courtroom testimony, report writing, ethics, search warrant preparation, among other topics. Basic training in these specialized areas is provided through various California POST approved gang investigation courses offered periodically through regional law enforcement agencies and training associations. In addition to years of experience in conventional law enforcement techniques, completion of these standardized gang-enforcement training courses is the foundation used by the CGTF to ensure assigned officers from participating agencies can operate efficiently and safely together on arrival. Prior investigations or detective bureau experience is also highly desirable, but not a requirement.

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Case Selection

Cases to be investigated by the CGTF can generate from a variety of leads and sources, including but not limited to informant cultivation, paid informants, wiretap operations, and surveillance. In order to ensure that CGTF financial and human resources are clearly directed in a manner consistent with supporting the CGTF mission, each potential lead will be carefully screened with consideration to informant credibility, officer safety, level of influence within respective gangs, and the overall impact that the intended or proposed CGTF enforcement will have on specific gang activity.

The CGTF recognizes that the realms of criminal street gangs and illegal drugs and narcotics often coexist. This careful screening and scrutiny of cases is intended to accomplish several things, primarily to keep investigations focused on accomplishing CGTF goals to significantly reduce gang activity in the region, but also to prevent shifting CGTF efforts away from *gang activity* and towards *drug interdiction*. Finally, careful scrutiny of potential CGTF cases will serve to keep each CGTF member focused on the CGTF mission statement and concerted accomplishment of established CGTF objectives.

The decision to commence or continue a CGTF investigation shall be subject to approval by the CGTF chain of command, up to and including the Executive Director. However, any member of the participating CGTF group shall have the authority to immediately halt or abort a CGTF operation if they believe that an inordinate or undue risk to CGTF member safety exists, regardless of consequence to continued case viability.

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Operational Plans

An *Operational Plan* provides important investigative information to the team members, establishes clear lines of authority and responsibility, and ensures supervisory and/or managerial review is conducted prior to any CGTF operation.

The CGTF group supervisor shall direct the appropriate CGTF member to prepare an Operational Plan before any planned operation or enforcement action including, but not limited to surveillance, the execution of a search/arrest warrant, an undercover or informant meeting with a suspect, a reverse sting, any organized tactical operation and, whenever possible, before any high-risk arrest.

An Operational Plan prepared by a CGTF member shall be approved in advance by a group supervisor, deputy director, or the Executive Director. When time permits, completed Operational Plans shall be forwarded through the chain of command prior to the operation. Critical operations should be forwarded to the Executive Director. Completed Operational Plans shall be forwarded to the group's Support Staff for proper filing in the case report.

Notification and Deconfliction of Law Enforcement Operations

It is not uncommon for gang members or their activity to be the focus of numerous local, state, and federal law enforcement agencies simultaneously. In the past, these investigations have collided with tragic results. The Fresno County Clearinghouse (F.C. CLEAR) was established as a control center for confidential or undercover investigations

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occurring throughout the county, providing expedient gang intelligence and points of contact to a network of law enforcement investigators in real-time.

When conducting investigations, CGTF members who identify suspects, associated locations (i.e., residences, business), associated vehicles, or associated contact information (phone numbers, e-mails, personal media) shall notify F.C. CLEAR as soon as practical. All CGTF personnel shall notify F.C. CLEAR whenever planning the service of search and/or arrest warrants, purchases of gang contraband (i.e., weapons, narcotics), “buy/busts” of gang contraband, surveillance, reverse operations, controlled meetings between undercover officers/informants and suspects, and probation/parole searches.

Conflicts shall be resolved by following the general guidelines of F.C. CLEAR and/or through management-level communications via the two agencies.

TASK FORCE DESIGN/FACILITIES/EQUIPMENT

Elements

The California Gang Task Force is made up of a collaborative inter-agency network to prevent crime and suppress organized crime. The board of directors will help select and prioritize the most violent gang groups using various strategies. CGTF is comprised of city, county, state, community-based organizations, and other community stakeholders.

The focus is on our City’s gang prevention and intervention efforts made up of representatives from over 15 community base organizations and officer resources to

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prevent youth gang issues. We prioritize prevention, programs for youth, and offenders returning to the community. Our gang unit has an important role in modern policing in reflecting the influence of community and problem-oriented policing.

Intelligence

The CGTF values the importance of information sharing amongst multi-jurisdictional law enforcement agencies to share criminal intelligence. We will ensure compliance with 28 Code of Federal Regulations (CFR) and compliance with the guidelines in the National Criminal Intelligence Sharing Plan. It's important all intelligence, administrative, technical, and audit trails are adopted to ensure guidelines, security, and dissemination to operate our multijurisdictional system (CFR, 1993).

The CGTF will use the local High-Intensity Drug Trafficking Area (HIDTA) system in which all allied agencies are also using for information-system sharing to identify suspects being investigated by the various agencies. This will avoid duplicate investigations. Joint task force compliance with policies and information sharing is critical to avoid deconfliction. Event deconfliction alerts will be used to avoid conflict and placing members at risk or "blue on blue" incidents (HIDTA, 1988).

Deconfliction

The Board of Directors requires our agencies to use HIDTA and our deconfliction databases, which track the time and location of all law enforcement events, surveillance, search warrants, buy-bust in a geographic area. The database will search by a specific

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radius to determine if there was a “hit” or possible deconfliction in the area (HIDTA, 1988).

California Gang Task Force Cases

The California Gang Task Force (CGTF) exists to identify street gang activity through intelligence, surveillance, and evidence collection. The dissemination of intelligence is key, and the follow-up investigation of gang crime is important. The ultimate goal is to root out and prosecute the entire gang and its leaders. Often these short term cases lead to further intelligence, street out-reach, and CGTF relationships and partnerships within the community. In addition to intelligence and suppression, CGTF functions will also include community outreach. CFTF will outreach the gang member’s family for support (i.e., outreach, counseling, education, etc.) present cases to the prosecutor, court testimony, provide Academy training, collaboration with other agencies, assist School Resource Officers, media communication, and work with and educate the community with programs such as Drug Awareness and Resistance Education (D.A.R.E) and Gang Resistance Education and Training (G.R.E.A.T).

Measuring Effectiveness

The CGTF will not only report on the suppression of gang activity but its effectiveness. We will track gang members, arrests, weapons, narcotics, graffiti, gang-related crimes, citations issued, cases prosecuted, cases cleared, etc. Often, gang units focus on suppression, but it is just as important to measure how effective the CGTF is by enforcing oversight, goals, and benchmarks for our measure of success.

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Scope Expectations/Gaps/Roles

The Board of Directors, which is made up of the heads of the allied agencies, is responsible for ensuring policy and collaboration with the California Gang Task Force are complied with. The Board of Directors will meet semiannually with the U.S Attorney's office to share intelligence, insight, updates, and agency oversight. Every month, we will meet with one Assistant U.S. Attorney to discuss the "top 10" gang members. This will benefit us by ensuring we have joint communication.

California Gang Task Force Design

The U.S Attorney's office has assigned one Assistant U.S Attorney to work directly with each allied agency. The Board of Directors has also established a Fugitive apprehension agreement, and task force members will comply with the agreement.

CALIFORNIA GANG TASK FORCE PARTICIPANTS

The CGTF will include various key agencies that have a vested and common interest in combatting criminal street gangs within our community. The agencies will participate in a continual and collaborative effort with routine quarterly briefings. The briefings will ensure that agency participants share information. The collaborative effort will ensure all participating agencies have an opportunity to contribute equally to the mission of the CGTF, communicate openly.

The distributing of information will ensure the gang intelligence is shared equally amongst CGTF participants. The continual collaboration between agencies will create a cohesive environment and thus increase the effectiveness of the CGTF.

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CGTF Commanders will develop and enhance relationships with all key participating agencies and respective supervisors to ensure all contributing agencies share the same mission and support the sharing of information and deconfliction. The list of participating agencies is not inclusive and can expand to include any other agencies that can contribute to the mission of the CGTF.

Key participating agencies will include, but are not limited to:

- Federal Law Enforcement-FBI, HSI, DEA, ATF
- State Law Enforcement-CHP, DOJ, ABC, Fish & Game
- Local Law Enforcement-Fresno PD, Clovis PD, Fresno Sheriff's Department, Fresno County Jail Classification Correctional Officers, Reedley PD, Parlier PD, Kingsburg PD, Selma PD, Sanger PD
- Local Prosecution Agency-Fresno County District Attorney's Office. A prosecutor will be assigned to review and prioritize gang prosecutions.
- Federal Prosecution Agency-AUSA Kim Sanchez
- Adult Probation
- Parole
- Juvenile Probation

PERFORMANCE MEASUREMENT

The CGTF will be required to monitor the results of the operations it completes. There will be various processes throughout operations to complete the overall Performance Measurement. The CGTF Commander will be responsible for providing documentation and statistics to fulfill grant requirements as well as invested partners. To remain

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consistent with federal programs, an inclusive evaluation measurement tool known as the Program Assessment Rating Tool (PART). The PART evaluation is a comprehensive model that examines “inputs” (manpower, money, and other resources), the “process” involved (task force operations/activities), “outputs” (arrests/seizures), and, ultimately, the “outcomes” of the programs. The “outcomes” document the demonstrated impact the program has had on the stated mission. The Performance Measurement is to determine if the CGTF has made a difference and what effects it may have had. The CGTF Commander will task a supervisor with maintaining Performance Measurement documents after each operation.

Inputs

The CGTF supervisors or designee, will be responsible for tracking the manpower used for each operation. They will also be tasked with tracking any and all costs for the operation, including but not limited to Confidential Informant fees, monies used for undercover buy operations, and any other resources utilized. Tracking each operation will ease the task of a final Performance Measurement report.

Process

The CGTF supervisors or their designee, will track all CGTF operation and activities. Each team within the CGTF will complete a “Daily Activity Log.” This will consist of information including but not limited to number of subjects contacted, a summary of any significant contact with subjects names, and identifying information including arrest information if one was made and report number information.

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Output.

The output will be compiled on a weekly basis. Information will be added to a reporting form that includes information such as reports generated, gang validations, gang members arrested, drugs seized, guns seized, assets seized, search warrants written and served, community education programs, law enforcement education programs, and the number of gang members reformed.

Outcomes

The most difficult measure will be the outcomes. The CGTF can only report immediate outcomes as it is difficult to predict long term outcomes. To have the most valid statistics for outcomes, the CGTF will rely on the partnerships with the District Attorney and US Attorney to update several areas such as percentage of gang members arrested that are prosecuted and for which crimes, percentage of those prosecuted that are convicted, sentences for the gang members, percentage of cases utilizing the gang enhancement crime, and length of incarceration for gang members. The CGTF supervisors or designee will be responsible for tracking the number of at-risk youths referred to diversion programs, the impact of G.R.E.A.T. programs at schools which can be done by survey, community surveys on the onset and outset of the CGTF, and the impact the CGTF had on gang-related crime.

Maintaining an ongoing report during the CGTF operations will assist in the compilation of the final Performance Measurement report. The Commander, supervisors, and

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designee may choose the best method to maintain these records. The Commander will be responsible for any SB1421 media release requests during the CGTF operations. The above records will be maintained by the Commander or designee and will be housed at the Fresno Police Department.

Conclusion

The success of the CGTF relies on the collaboration and continuous dissemination of information among participating agencies and members. While the operational manual provides identified guidelines for CGTF members to combat criminal street gangs, it is not all-inclusive. There will be situations CGTF members encounter situations that are not covered in the manual. In those situations, CGTF members shall adhere to their department Policies and Procedures.

CGTF Commanders would like to thank the participating agencies and members of the CGTF for committing their combined resources to combat criminal street gangs in our communities.

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