

Index

- ACT. *See* Anti-Crime Team (ACT)
- activities, minutes per shift. *See* time use, minutes per shift
- African American gang members, 55–56, 65–66
- African American police officers, 70
- Albuquerque, New Mexico. *See also specific topics*
- overview, 23–26, 287–288
 - economic strength, 24–26
 - gang history, 54–64, 98
 - personnel matters, 138–139, 156–157, 159–160
 - police department, overview, 26–28
 - police gang unit, formation/organization, 56, 60–61, 127–129
 - police gang unit officers, perception of, 178–184
- Anti-Crime Team (ACT), 48–49, 51
- Arizona Department of Juvenile Corrections, 82
- Arizona legislature, committee to examine gang problem, 79
- basketball as gang intervention, 53
- Bayley, David H., 250
- black paint on white faces, 70, 258
- Bloods, 55–56, 103
- Bratton, William, 91
- buffet-style policing, 275
- burial services for gang members, 284, 287
- CALGANG data collection, 217–218
- California gangs
- in Albuquerque, 55–56, 59, 86
 - in Las Vegas, 64, 67–68, 73, 86, 109
 - in Phoenix, 78, 86
 - relocation/migration, incentives for, 86
- casino hiring of gang members, 225
- cemetery operations and gang unit intelligence, 284, 287
- Citizens Interested in Today's Youth (CITY), 67
- CITY. *See* Citizens Interested in Today's Youth (CITY)
- civil rights violations. *See* harassment, police
- cocaine. *See* drug trafficking
- Colors and American Me*, 1
- Community Oriented Policing Services (COPS), 53, 84
- community policing
- about, 18, 241–242, 247, 287–290
 - in Albuquerque, 62
 - antigang task forces, 49–50
 - benefits/downside of, 243–245, 264
 - citizen input, 281
 - gang problem, impact on, 261–263
 - geographic focus, 281–282
 - intelligence and, 263
 - management, 285–286
 - partnerships, 283–284
 - police gang units and, 22, 242–247, 250–256, 280

- community policing (*cont.*)
 prevention and, 282–283
 problem solving, 247–250, 284–285
 stakeholder perceptions, 256–261
 in study locations, 26–28, 62, 67
Community Policing in America (Greene), 241
 community relations
 about, 281
 action, pressure for, 84–85, 87, 267–268
 communication, police/constituency, 250–254, 256
 moral panic, 15, 87, 267–268
 Nevada legislative priorities and, 75
 outreach, overview, 26–28
 Phoenix police chief and, 77
 police, public perception of, 83–84, 210, 213, 252, 274–275
 police gang units and, 239–240
 presentations/awareness programs, 226, 282–283
 public fear, 1–2, 5–6, 15–16
 stakeholder contacts,
 study locations, perceptions, 49–50, 57, 69–70, 72–74, 76, 81, 97, 103–104, 112–113, 123–124
 zoot suiters, image, 44–90
Community Resources Against Street Hoodlums (CRASH), 2, 62–63, 232, 278–280, 288
 computer literacy shortcomings, 133, 163, 177–178, 222, 271
 COPS. *See* Community Oriented Policing Services (COPS)
 corruption, police. *See also* harrassment, police; police misconduct, 3–4, 125, 278–280
 crack cocaine. *See* drug trafficking
 CRASH. *See* Community Resources Against Street Hoodlums (CRASH)
 crime investigation
 criminal syndicates, investigating, 216–217
 data collection difficulties, 99–100
 documentation, 145–149, 213–215
 gang crimes, definition of, 147–149
 gang unit, selective involvement, 275–276
 intelligence gathering and, 136, 273–274
 minutes per shift, 200, 203
 policies and procedures, 143–145
 study location variations, 136
 time use and, 203–206
 training and, 270–271
 crime rates
 fraction attributable to gangs, 6–7
 increase due to gangs, 6–8
 police gang units as response to, 14
 reduction through police-community collaboration, 249–250
 at study locations, 122
 Crime Watch, 67
 criminal justice agencies, 283
 Criminal Justice Standards and Goals, National Advisory Committee, 5
 Crips, 1–2, 55–56, 103
 DARE. *See* Drug Abuse Resistance Education (DARE)
 data overview, 31, 38, 224
 database entries, 218–219
 defining gang incidents, 87
 drive-by shootings
 by police, 3, 74–75
 in Albuquerque, 59–62
 in Inglewood, 50
 laws, 70–71
 in Phoenix, 78–79, 117–118
 police work hours and, 140–141
 Drug Abuse Resistance Education (DARE), 27
 drug trafficking
 in Albuquerque, 55–56, 59
 black gangs and, 80
 in Chicago, 3–4
 community intervention and, 67
 crack cocaine and, 5–8, 56, 59, 78
 Crips and, 1–2
 drug prices, 5–9, 55–56, 68, 86
 female gang members and, 70
 gang organization and, 5–6, 8–9
 high-level drug sales and, 141–142
 increases, reasons for, 5–6
 in Inglewood, 46, 48, 97
 job market decline and, 5–6
 in Las Vegas, 68, 106–107, 112–113
 media coverage and, 59
 Operation Valentine, 47
 perceptions of, 5–6, 80, 95–97
 in Phoenix, 78–79, 120
 by police, 3–4
 police gang units as response to, 14

Index

305

- police planting drugs on gang members, 1–4
 - violence/homicide rates, 1, 48, 59, 78–79
- 18th Street, 55
- enforcement/suppression
 - about, 11, 135–136
 - activities, importance ratings, 187
 - administrative tasks, correlation with, 226–227
 - in Albuquerque, 60–61
 - as deterrence, 10–12, 279
 - directed patrols and, 201–203
 - effectiveness of, 273
 - as gang control function, in Inglewood, 46–51
 - in Las Vegas, 70–71
 - minutes per shift, 200
 - modesty of role, 236
 - prevalence, 10–12
 - prohibited tactics, 271
- ethnicity of gang membership. *See also* gang demographics
 - in Albuquerque, 58, 99
 - gang trend data reports, 224
 - in Las Vegas, 64, 66, 105–107
 - in Phoenix, 113–114
 - at study locations, 121–122
- federal record purging guidelines, 221
- federal task force for suppressing gang activity, 80
- female police officers. *See under* police gang unit officers
- FI cards, 206–208, 211, 213–214, 217
- friendly stops, 207–208
- Full Encounter, 228
- gang control strategies and public policy, 9, 88
- gang demographics. *See also* ethnicity of gang membership
 - African American gang members, 55–56, 65–66
 - age, 98–99, 105–106
 - in Albuquerque, 98–99, 104
 - gender, 114, 121, 224
 - Hispanic gang members, 42, 66, 76, 96
 - in Las Vegas, 105–106
 - in Phoenix, 114, 224
 - self-reported crime data, 7
 - suspicion stops and, 232–233
 - white gang members, 66
- Gang Diversion Unit. *See also* police gang units, 65
- Gang Intelligence Unit, 48, 51
- Gang Investigations Section (GIS), 74, 151–152
- gang members. *See also* gang demographics
 - arrests, 7–13, 15, 212, 233–234
 - burial services, 284, 287
 - curfews, 52–53, 81
 - delinquent youths, contrasted with, 6–7
 - documenting crime, 145–149, 213–215
 - economy and, 7–8, 86
 - employment, 53, 65, 225
 - framing, 279
 - homicides of, 216
 - identifying marks, 145–148, 210–211
 - migration. *See also* California gangs, 65
 - police contacts and, 229–230, 234–235
 - in poor neighborhoods, 121
 - records, purging, 219–221
 - release back to community, 284
 - relocation of, 72, 76, 89, 111, 281–282
- gang numbers
 - in Albuquerque, 58
 - current figures, 92, 98, 104–105, 113–114, 121–122
 - historically, 1, 58, 65, 68, 72
 - reductions in, 2–3
- Gang Reporting Evaluation and Tracking (GREAT), 51, 56, 136, 145, 218
- Gang Resistance Education and Training (GREAT), 27
- gang sweeps
 - curfews and, 52–53
 - as police response, 88, 188–189, 195, 201–202, 258–259
 - in study locations, 2, 50–51, 71, 201–202
- gang unit officers. *See* police gang unit officers
- gang units. *See* police gang units
- gang violence
 - escalation of, 6–7, 48–50, 64–65, 68–69, 80–81
 - ordinances, 88
 - police gang units as response to, 14–15
 - trends, 122
- Gang/Narcotics Relational Intelligence Program (GRIP), 218

- gangs
 overview, 1–9, 42, 86, 121–124
 activity, 95, 107–108, 114–116, 224
 assessments, statistical, 269
 city size and, 5
 crime rates, 6–8
 definition of, 147–149
 disputes, 50, 68–69, 215–216
 documenting, 145–149, 213–216
 geographic distribution, 5–6, 92–94
 largest/most influential, 94, 100, 106
 organizational structure, 8–9
 overview, 54–55
 police contacts and, 273, 282
 problems, summary, 94, 116, 268–269, 285
 scapegoating, 82
 subculture, 43–44
 trends, 215–216, 224
 types/affiliations, 114
- Gates, Daryl, 2
- Gerson Park Kingsmen, 68
- GIS. *See* Gang Investigations Section (GIS)
- GREAT. *See* Gang Reporting Evaluation and Tracking (GREAT); Gang Resistance Education and Training (GREAT)
- Greene, Jack, 241
- GRIP. *See* Gang/Narcotics Relational Intelligence Program (GRIP)
- Guardian Angels, 79
- gun buyback program, 57
- Happy Homes, 55
- harassment, police. *See also* corruption, police; police misconduct
 in Albuquerque, 235
 in gang neighborhoods, 238
 in Las Vegas, 71–72, 212–213, 234–235, 274–275
 in Los Angeles, 2–3
 in Phoenix, 83–84, 274–275
 public response to, 88
- hard drugs. *See* drug trafficking
- Hispanic gang members. *See also* gang demographics, 42, 66, 76, 96
- Hispanic perception of gang problem, 57
- Hispanic population size, correlation with gang unit formation, 17
- homicides by gangs
 in Chicago, 6
 compared with Mafia, 91
 in Inglewood, 48–50
 in Las Vegas, 64–65, 216
 in Los Angeles, 1, 6
 in Phoenix, 78–79
- homicides by police, 3
- Horney, Julie, ed., 241
- immigration, Mexican, 43
- Inglewood, California. *See also specific topics*
 overview, 23–26, 135–136, 287–288
 cemetery as largest industry, 287
 economic stress, 24
 gang history, 43–54, 92–97
 gang-related crimes, summary, 93
 personnel matters, 137–138, 155–156, 160
 police department, overview, 26–28
 police gang unit, formation/organization, 45–46, 53–54, 129
 police gang unit officers, perception of, 178–183
- Inglewood Youth Firearms Violence Initiative (IYFVI), 53
- intelligence gathering/dissemination. *See also* Gang Reporting Evaluation and Tracking (GREAT); time use
 about, 221–224, 236–237
 activities, importance ratings, 187
 aggregate trend data, 224
 aggressive tactics and, 213
 in Albuquerque, 61, 63, 132–133, 143
 arrest/crime reports and, 215–216
 computer literacy shortcomings, 133, 163, 177–178, 222, 271
 emphasis, 236
 extradepartmentally, 217
 during field interviews, 206–213
 as gang control function/commodity, 131–135, 273–275
 in Inglewood, 46–47, 51, 131–132, 142
 intelligence processing, 218–221
 intradepartmentally, 213–217
 in Las Vegas, 65, 133–135, 144
 minutes per shift, 200
 in Phoenix, 133–135, 143
 requests, processing, 221–222, 231
 on selected gang activity, 224–225

Index

307

- sharing among gang officers, 223–224
 - suspicion stops and, 232–233
 - time use and, 206
- Internet chat rooms, as source of
 - intelligence information, 217
- IYFVI. *See* Inglewood Youth Firearms Violence Initiative (IYFVI)
- King, Rodney, 258
- Las Vegas, Nevada. *See also specific topics*
 - overview, 23–26, 135–136, 287–288
 - economic strength, 24–26
 - gang history, 64–75, 104–113
 - personnel matters, 141, 157–158, 160–161
 - police department, overview, 26–28
 - police gang unit, formation of, 65
 - police gang unit officers, perception of, 178–185
- Law Enforcement and Management
 - Administrative Statistics (LEMAS), 10
- law enforcement specialization, 12–13, 23–24, 126–127
- legislation/ordinances
 - about, 88
 - California STEP Act, 51–52
 - curfews, 52–53, 81, 88
 - drive-by shootings, 70–71
 - firearms, 81
 - juvenile court waivers, 70–71
 - sentencing, 70–71
 - three strikes laws, 73, 96
- LEMAS. *See* Law Enforcement and Management Administrative Statistics (LEMAS)
- Los Angeles, California, 1–3, 43–44
- Los Angeles County Sheriff's Department, 142
- Los Angeles Police Department, 2–3, 65–66, 79, 89
- Los Angeles Times*, 1–2
- Mafia (New York), gangs compared with, 91
- marginalized populations. *See also* minority neighborhoods, response, 267–268
- marijuana. *See* drug trafficking
- maximum variation sampling, 29–30
- Mayor's Council on Gangs (Albuquerque), 57–59
- mayor's response, Las Vegas, 69
- media coverage
 - in Albuquerque, 59
 - gang problems, response to, 5–6, 36, 45, 87, 267–268
 - in Las Vegas, 72
 - in Los Angeles, 1
 - in Phoenix, 82–83
 - as source of historical information, 13, 36
- Mexican American community and gangs. *See also* minority neighborhoods, response, 43–44
- Mexican immigration, 43
- Mexican Mafia, 96–97
- mimetic processes, 289
- minority neighborhoods, response
 - to driveby shooting by police, 74–75
 - as force for police presence, 268
 - to gang intimidation, 110, 116, 118, 263
 - in Las Vegas, 66–67, 69–72
 - to police misconduct, 281
 - protest marches and, 50
 - to public awareness program, 77
 - to violence, 49–50, 81, 87, 246–247, 263, 281
- NAIL 'EM, 246–247
- Navarro, Pedro Oregon, 4
- New Mexico Gang Strategies Coalition, 57
- New York Times*, 72
- newspaper articles, 36
- newspapers as source of gang homicide information, 216
- nonwhite neighborhoods. *See* minority neighborhoods, response
- officer training
 - by gang control units, 137, 196, 225–226
 - for gang control units, 171–175, 195
 - college degrees, 166–167
 - funding allocations for, 172–174
 - quality of, 174–175, 270–271
- officer-involved shootings, 46, 48
- Operation Colors, 256–258
- Operation Hammer, 2
- Operation Safe Streets (OSS), 80, 150, 202–203
- Operation Valentine, 47
- ordinances. *See* legislation/ordinances
- OSS. *See* Operation Safe Streets (OSS)

- Parent-Teacher Association (PTA), 49–50
- Phoenix, Arizona. *See also specific topics*
 overview, 23–26, 135–136, 287–288
 economic strength, 24–26
 gang history, 75–85, 113–121
 personnel matters, 139–140, 158–161
 police departments, overview, 26–28
 police gang unit officers, perception of, 178–183, 185–186
- police departments in study locations, overview, 26–28
- The Police for the Future* (Bayley), 250
- police gang sweeps. *See* gang sweeps
- police gang unit officers
 about, 195–197
 behavior, 270
 black paint on white faces, 70, 258
 characteristics of, 4, 165–167
 computer literacy shortcomings, 133, 163, 177–178, 222, 271
 contacts with gang
 members/stakeholders, 228–235, 237–240, 273
 cooperation, rewarding, 212–213
 duties, 196–197, 210, 212–213, 228–229, 235, 282–283
 ethnicity, 70, 165–166, 170
 fluency in other languages, 169
 gang members, trust of, 274
 gang membership nominations, review/safeguards, 218
 as gang targets, 83
 gender, 70, 166, 170
 image/appearance, 13, 15, 73, 179–180
 misconduct, 3, 16, 83–84, 88, 271
 officer selection process, 167–169, 171
 peer perception, 123, 180–183, 196, 271, 277–278
 remuneration, 178
 role of, 186–195
 status, 178, 186
 supervision of, 236
 training. *See* officer training
 transition to gang unit, 177–178, 272
 work environment, 175–180
- police gang units
 administrative tasks, 200, 226–228, 270
 buffet-style policing, 275
 community policing and, 22, 242–245
 directed patrols, 135, 200–201, 203, 238–239
 duties, 18, 53, 83, 205, 224–225
 education/prevention, 136–137, 200, 225–226
 enforcement/suppression. *See* enforcement/suppression
 environmental shaping, 89–90, 268
 formation of, 45–46, 56, 60–61, 65, 86–87
 future of, 152–153, 289–290
 goals and objectives, 149–152
 high-profile cases, 276
 interviews with, 33–35
 legitimacy of, 135, 273–274, 289
 in Los Angeles, 2
 mail/telephone surveys, 13–14, 70
 management, 19, 142–145, 161–164, 269–272, 285–286
 and minority groups, size of, 17
 non-police-related activities, time requirements and, 200, 227–228, 230
 performance measures/evaluations, 152–155, 271–272, 289
 personnel matters, 140–141, 155–161
 policies and procedures, 142–144
 prevention/intervention. *See* prevention/intervention
 problem solving, 247–250
 statistics, 10
 subculture, 2–3, 20–21, 38–39, 276, 278–280, 285
 suspicion stops. *See* suspicion stops
 violence, response to, 14–15, 267–268
- police gang units, functions and activities
 about, 21–22, 127, 131–137, 286
 in Albuquerque, 56–57
 in Inglewood, 46
 in Las Vegas, 65
 in Phoenix, 76–77, 80–82
- police gang units, organization/staffing
 about, 18–20, 26–28, 126–130
 abuse, opportunities for, 4, 125
 in Albuquerque, 61–64
 alternative forms, 19–20, 24, 127–129
 autonomy/oversight, 53, 276–278, 280, 286
 community policing and, 245–246
 culture and values, 285
 decoupling/recoupling, 270, 275–278, 280, 288
 differentiating, 137–142

Index

309

- gang unit justifications, 288–289
- in Inglewood, 46, 51, 53–54
- intelligence, 129
- in Las Vegas, 68–70
- mimicry of other police departments, 289
- organizational theory, 126–127
- in Phoenix, 76–77, 79–82
- physical location, 129–130, 161–162, 276–277, 279
- problems/failures, 62–63
- role within police department, 10
- size of, 28–29
- staffing, 53
- study location variations, 127–129, 137–142
- police gang units, resources for
 - allocations, 47, 89, 276–277
 - garnering, 15–16, 73, 77–78
 - in Inglewood, 51
 - in Las Vegas, 71
 - in Phoenix, 79–80, 84
 - racism and, 87
 - strategic planning and, 285–286
 - taxes and, 59, 81
- police misconduct. *See also* corruption,
 - police; harassment, police, 2–4, 125
- police officer training. *See* officer training
- police perception of gang problem
 - in Albuquerque, 100–103
 - in Inglewood, 95–97
 - in Las Vegas, 108–112
 - in Phoenix, 116–120
- police perception of gang unit officers
 - gang officers' views, 178–183
 - views of police outside the unit, 183–186, 277–278, 281
- police perspective
 - of Albuquerque neighborhood groups, 54–55
 - on community contributions, 254–256
 - drive-by shooting by Las Vegas police, 75
 - in Inglewood, 50
 - intelligence gathering and, 133–135
 - in Phoenix, 82
 - prevention/intervention and, 136–137
 - as research approach, 16, 33–34
- police response to gangs, overview
 - about, 1–9, 85–87
 - contemporary gang problem, 5–9
 - history of, 1–4
 - police response, rationales, 7–13, 15
- Policies, Processes, and Decisions of the Criminal Justice System* (Horney), 241
- prevention/intervention
 - about, 76–77, 237, 283–284
 - activities, importance ratings, 187
 - community policing and, 282–283
 - drive-by shootings and, 141
 - as gang control function, 132, 136–137
 - gun buyback program, 57
 - in Inglewood, 53
 - in Las Vegas, 65–67
 - social programs, 11–12
 - traditional strategies and, 265
- profiling, racial/ethnic, 2–3, 84, 210–212, 238
- PTA. *See* Parent-Teacher Association (PTA)
- The Rampart Independent Review*, 125
- Rampart Scandal, 2–3, 23, 278–280
- Repeat Offender Program (ROP), 47–48
- repeat offenders, 47–48, 84
- research studies
 - earlier research, 13–18
 - present study, 18–22
 - reliability, 39
 - research design, 29–39
 - seasonal bias, 32
 - setting, 23–29
 - shortcomings in earlier studies, 17–18
 - validity/verification, 38–39
- research techniques
 - document reviews, 35–36
 - ethnographic research method, 32–33
 - field observations, 29–33
 - interviews, 33–38
 - longitudinal studies, 7
 - maximum variation sampling, 29–30
 - narrative, 39–41
 - official documents, 35–36
 - primary materials, 35
 - ride-along sampling, 30–32
 - sampling, 29–32
 - secondary materials, 35–36
- reverse sting operations, 258
- RICO cases, 260
- Rochester Youth Development Study, 7
- Rock Pile, 223, 283
- Rodney King verdict, 258
- ROP. *See* Repeat Offender Program (ROP)

- Safe Streets, 224
 SARA. *See* Scanning, Analysis, Response, Assessment (SARA)
 Scanning, Analysis, Response, Assessment (SARA), 84, 248
 seasonal bias, 32
 Seattle Social Development Project, 7
 sentences, enhancing, 71, 75, 216–217
 Serious Habitual Offender Program, 47–48
 sheriff, election in Las Vegas, 73–74
 SIDS (software), 218
 Sky Harbor International Airport, redevelopment impact, 76
 social programs, unexpected outcomes, 72
 soft response, 86–87
 software for gang information, 218
 Southern Nevada Gang Task Force, 141–142
 Special Weapons and Tactics (SWAT) units, 62–63
 state correctional facilities, as source of intelligence information, 217
 statutes. *See* legislation/ordinances
 STEP. *See* Street Terrorism Enforcement and Prevention (STEP) Act
 stereotyping. *See* profiling, racial/ethnic
 Stop the Violence campaign, 61
 Street Terrorism Enforcement and Prevention (STEP) Act, 51–52
 suppression. *See* enforcement/suppression
 suspicion stops
 analysis of, 232–235
 arrests and, 234
 demographics, 232–233
 individual approaches, 207–210
 legal justifications, 208–209
 minutes per shift, 232–233
 pretexts for stops, 209–210
 SWAT. *See* Special Weapons and Tactics (SWAT) units
 sweeps. *See* gang sweeps
 three strikes laws, 73, 96
 time diary strategy, 198
 time use. *See also* time use, minutes per shift
 about, 198–200
 accountability, 269–272, 281
 administrative/nonpolice related time, 226–228
 education/prevention, 225–226
 enforcement, 200
 intelligence, 206–225
 investigation, 203–206
 officer contacts, 228–235
 suspicion stops, 232–233
 travel time, 227
 trend data, distribution, 224
 time use, minutes per shift
 activities, overview, 200
 directed patrol, 200
 education/prevention, 225
 enforcement, 200
 gang member contacts, 229–230
 intelligence gathering, 206
 investigation, 203
 investigative contacts, 229–230
 non-police-related activities, 227–230
 stakeholder contacts, 229–231
 suspicion stops, 232–233
 travel time, 200
 Transit Safety Team (TST), 51–52
 TST. *See* Transit Safety Team (TST)
 vehicle searches, 211
 West Coast Bloods, 68
 Westside Crips, 83
 white gang members, 66
 youth firearms violence, 53
 zero tolerance, 88
 Zero Tolerance for Gangs, 81
 Zoot Suit Riots, 43–44