



This packet contains handouts that were distributed at the Law Enforcement Subcommittee Meeting on January 10, 2008 and includes the following items:

- December 27, 2007 Memo from Paul Perez to the Subcommittee
- January 7, 2008 Memo from Paul Perez to the Subcommittee
- Ed Hearle Memo on Responses to Questions asked by Paul Perez
- PowerPoint Presentation by Paul Perez

## MEMORANDUM

TO: Members of Law Enforcement and Deterrence Subcommittee

FROM: Paul Perez, Chair

DATE: December 27, 2007

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Thank you for your commitment to serve on the Law Enforcement and Deterrence Subcommittee, as part of Mayor Peyton's recently announced *Jacksonville Journey*. We have a lot of ground to cover and a relatively short time to get there. The Mayor has charged our group with completing our work within 120 days. While this is short timeframe, I know that you are a group of doers and that we can accomplish great things with the proper amount of planning, research and collegial action.

To meet our goals, I have set two meetings each month for the next four months. Those times and dates are as follows:

### **PLEASE NOTE CHANGE IN TIME FROM ORIGINAL EMAIL!!!**

Thursday, January 10 – 9:30am – 11:30am (please see first meeting agenda attached)  
Thursday, January 24 – 9:30am – 11:30am  
Thursday, February 14 – 9:30am – 11:30am  
Thursday, February 28 – 9:30am – 11:30am  
Thursday, March 13 – 9:30am – 11:30am  
Thursday, March 27 – 9:30am – 11:30am  
Thursday, April 10 – 9:30am – 11:30am  
Thursday, April 24 – 9:30am – 11:30am

All meetings will be held in the in the Ed Ball Building (214 N. Hogan Street), Room 851 on the eighth floor.

On December 20, Mayor Peyton charged our subcommittee with examining every aspect of our criminal justice system and making recommendations as necessary. This could include improving systems, increasing training and changing fundamental processes. He has also asked that we make specific recommendations in areas placing an undue financial burden on the justice system and a strain on those working to facilitate the administration of justice. The Mayor's charge also included:

- examining the recently-concluded Matrix Audit of the Jacksonville Sheriff's Office to determine what staffing needs and implementation and financing plans are necessary;
- identifying new steps to ensure that Jacksonville has the most innovative, progressive and aggressive gun crime prosecutions in the nation;
- developing strategies to keep schools, students, teachers and administrators safe during the school day and during extracurricular activities;

- expanding community based efforts to inform and engage citizens in our fight against crime.

While setting the direction for our subcommittee, it is clear that, first and foremost, Mayor Peyton is seeking the wisdom of this group to develop actionable and implementable crime reduction strategies. We should not be limited by his charge, but limited only by the best thinking we can offer.

In advance of the first meeting, I think it would be very helpful if we could receive input from each of you. I would appreciate each of you emailing or writing Adam Hollingsworth (contact information below) on or before January 7<sup>th</sup> with your responses to the following questions:

1. What do you think are the two greatest roles police, prosecutors and the courts can play in reducing gun crimes in our community?
2. What are the two most important changes necessary to improve the administration of the criminal justice system (or any part of that system)?
3. What one program, change, or activity do you think should be included on this committee's agenda?

Please be mindful that we are under the Florida Sunshine Law and members of the committee are prohibited from communicating with one another about the business of the committee except in open meetings. Accordingly, please direct your comments and inquiries that relate to the business of the committee to staff and they will communicate, as appropriate, with me.

Between now and the first meeting, I would appreciate your reviewing all the materials provided to you so we can hit the ground running. I look forward to working with each of you and, hopefully, producing a product of which each of us can be proud and which will provide both immediate and long term solutions for our community.

**Contact Information:**

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Fidelity National Title Group  
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paul.perez@fnf.com

Adam Hollingsworth  
Chief of Police, Office of Mayor John Peyton  
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Jacksonville, FL 32202  
630-1253 -- Office  
adamh@coj.net

## MEMORANDUM

TO: Members of Law Enforcement and Deterrence Subcommittee  
FROM: Paul Perez, Chair  
DATE: January 7, 2008

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As we approach the first meeting of the Law Enforcement and Deterrence Subcommittee – scheduled for 9:30 a.m. on Thursday, January 10 – I wanted to reach out to each of you on a few items.

First, by now I am sure you have had more time to review all the materials that were provided to you by the mayor's office. After reviewing those documents and the charge that Mayor Peyton issued to our group on December 20, I have an even greater appreciation for the considerable amount of ground we have to cover before the end of the 120 period.

Based on this and the input received in response to my December 27 memo, it is my recommendation that we divide our committee into subgroup to allow for intense focus on key issues. It is my opinion that the groups should focus their work in the following four areas:

- Increasing police presence
- Getting guns off the streets
- Increasing School Safety
- Reviewing the administration of justice

These are certainly not set in stone, and the idea of subgroups and the areas of focus will be one of the first items we will discuss at our meeting on Thursday. In anticipation of that discussion, I would ask that you consider how your interests and expertise align with these areas and which group could benefit the most from your participation.

Ultimately, the work of our committee and each of these subgroups should be guided by the same principles.

- All work should be data driven and based on research and due diligence.
- Recommendations from the groups should be based on best practices and benchmarking and should be designed to improve systems.
- Measurements should be established to gauge progress and measure success.
- Information about costs and funding opportunities should accompany each recommendation.
- Recommendations should include ways to keep the public more informed.

For overall planning purposes, I also wanted to outline for you the schedule I would like to follow for the eight scheduled meetings of our team.

**Thursday, January 10 – 9:30am – 11:30am**

- Welcome and introductions
- Discussion of member responses and subgroups
- Subject matter expert presentation

**Thursday, January 24 – 9:30am – 11:30am**

- Update/reports from subgroups (10 to 15 minutes each)

- Subject matter expert presentation

**Thursday, February 14 – 9:30am – 11:30am**

- Update/reports from subgroups (10 to 15 minutes each)
- Subject matter expert presentation

**Thursday, February 28 – 9:30am – 11:30am**

- Update/reports from subgroups (10 to 15 minutes each)
- Subject matter expert presentation

**Thursday, March 13 – 9:30am – 11:30am**

- Interim reports from subgroups (30 to 45 minutes each)

**Thursday, March 27 – 9:30am – 11:30am**

- Interim reports from subgroups (30 to 45 minutes each)

**Thursday, April 10 – 9:30am – 11:30am**

- Finalization of committee recommendations

**Thursday, April 24 – 9:30am – 11:30am**

- Finalization of committee recommendations

I have taken it upon myself to make outreach to three subject matter experts I think are critical to the work of this committee. They are Sheriff John Rutherford, State Attorney Harry Shorstein and Chief Judge Don Moran. I have asked all three to appear before our full committee to help us gain greater insight into their work and that of their organizations. Please let me know at the meeting on Thursday if there are others who you think should also address the group.

I also wanted to cover a few housekeeping items with you. As I have communicated before, all meetings of the full committee will be held in the in the Ed Ball Building (214 N. Hogan Street), Room 851 on the eighth floor. Parking is available in the garage connected to the Ed Ball building. The entrance to the garage is on Monroe Street and the pass through entrance to the building is located on the second floor of the parking garage. Please bring your parking ticket from the garage with you to the meeting for validation.

As for meeting locations and schedules for the subgroups, this will be decided based on the schedules of the subgroup members.

Further, at our first meeting we will have a formal presentation of information concerning the Florida Sunshine Law. Until that time, please continue to be mindful that members of the committee are prohibited from communicating with one another about the business of the committee except in open meetings. Accordingly, please direct your comments and inquiries that relate to the business of the committee to Adam Hollingsworth or Misty Skipper on the mayor's staff. Adam can be reached via e-mail at [AdamH@coj.net](mailto:AdamH@coj.net) or via phone at 904-630-1253 (work) or (904) 502-1802 (cell). Misty can be reached at (904) 630-7377 (work) or (904) 477-8677 (cell) or via email at [mkipper@coj.net](mailto:mkipper@coj.net).

I look forward to meeting you all and working on this initiative that is so important to the future of our city.

**Hollingsworth, Adam**

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**From:** jnh1121@comcast.net  
**Sent:** Thursday, January 03, 2008 4:54 PM  
**To:** Hollingsworth, Adam  
**Subject:** FW: Responses to memo dated December 27,2007 from Paul Perez

----- Forwarded Message: -----

**From:** jnh1121@comcast.net  
**To:** adamh@coj.net  
**Subject:** Responses to memo dated December 27,2007 from Paul Perez  
**Date:** Thu, 03 Jan 2008 21:34:29 +0000

**Question #1**

1. Operate as a task force: sharing intelligence, sharing information, sharing outcomes: collectively strategizing. (Creating a criminal justice report card)
2. Set goals that are achievable and measurable for all three agencies. Link them together so that if one fails : they all fail, and vice versa. (Team building)
3. Create a gun/crime data base. (Whose doing what, where, and how) Aggressive , offensive approach to our goals. (Mandatory gun registration) (Confiscate those that are not registered)
4. New legislation: Mandatory reporting of lost or stolen guns/random registration checks. (Example: the owner of a car is liable if an accident occurs when the vehicle is loaned) (Community policing)

**Question #2**

1. Mandatory meeting among the sheriff, state attorney, and chief judge. (Community access and input)
2. Collective development of common goals and priorities.
3. Staff (personnel) to measure achievement of priorities and outcomes.

**Question #3**

1. Criminals giving testimony regarding potential impact of anticipated initiatives.
2. Community input from citizens living in the impacted areas. (Eureka Gardens, etc.)

Edward F. R. Hearle  
1331 North First Street – 1002  
Jacksonville Beach, Florida 32250

January 7, 2008

To: Adam Hollingsworth

From: Ed Hearle

Subject: Responses to Questions Asked by Paul Perez

Following are my answers to the three questions asked by Paul Perez in his memo dated December 27 sent to members of the Law Enforcement and Deterrence Subcommittee, together with an observation about the work of *Jacksonville Journey*.

1. *“What do you think are the two greatest roles police, prosecutors and the courts can play in reducing gun crimes in our community?”*

One. Seize guns from people who have no lawful basis for carrying them.

A brief summary of the current practical essence of a century’s legal wrangling on gun control should provide a legal basis for measures such as stop and frisk police operations that are:

- Unannounced and without warning.
- Targeted in areas of greatest gun violence
- Tactically comprehensive to minimize evasion.

Two. Provide large rewards for tips about “who is carrying a gun”, paid after the gun is seized.

2. *“What are the two most important changes necessary to improve the administration of the criminal justice system (or any part of that system)?”*

Little knowledge; no ideas.

3. "What one program, change, or activity do you think should be included on this committee's agenda?"

Community policing.

After nearly 20 years of application in cities nationwide, the community policing concept has demonstrated considerable merit in preventing crime. The literature is plentiful. I understand that the JSO employs community policing, but I am not familiar with the techniques employed, the resources assigned, nor the results achieved. The Law Enforcement and Deterrence subcommittee should be provided with full information on these three aspects of community policing in Jacksonville. I believe that community policing offers the single most effective option for action to advance the subcommittee's mission and the Mayor's charge.

#### An Observation on the *Jacksonville Journey*

At the end of the day, the key to achieving the *Journey's* goal will lie in resource allocation - - people and funds in added magnitude carrying out somewhat different functions. Many worthy ideas will bubble up from the *Journey* participants; most will require money and/or people. The common tendency in elected and volunteer groups is to demonstrate respect for all participants' ideas by spreading around the resources so each gets some. When resources are dear, as now in Jacksonville, the resulting dilution usually leads to insufficient resources for the ideas of greatest merit. Therefore, the decision-making arrangements in the final weeks, when "greatest merit" is determined, are crucial to assuring that the *Journey's* efforts lead to significant change.

The *Journey* Steering Committee, as listed, does not include the subcommittee chairs. This is a serious flaw because it excludes from the Steering Committee's deliberations the persons who are acquiring directly the information from the subcommittees' work. The consequence will be that the Steering Committee members - no matter how much paper they are given - will tend to rely excessively on their general knowledge and views and on staff "liaisons". They will not have the information and insights that the subcommittee chairs can bring to the deliberations. Adding seven people to a fifteen-member committee does not change the group dynamics, and it will lead to a far richer and more representative consideration of the issues, especially when resource allocation trade-offs are debated in forming the *Journey's* overall recommendations.

cc: Paul Perez





## Law Enforcement and Deterrence Committee

January 10, 2008

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## Agenda

- Subcommittees
- Charge to Subcommittees
- Suggestions to Subcommittees
- Conclusion



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## Subcommittees

- The Law Enforcement and Deterrence Committee will be broken down into four subcommittees:
  1. Police Presence
  2. Gun Crimes
  3. The Administration of Justice
  4. Safe Schools
- Each subcommittee will provide a specific focus on its area, but each subcommittee will have common areas to address.



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**Agenda**

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- Charge to Subcommittees
- Suggestions to Subcommittees
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**Charge to Subcommittees**

- The common areas each subcommittee will address include:
  1. Substantive Recommendations and Action Items
  2. Financial Analysis and Funding Requirements
  3. Empirical Approach and Research
  4. Public Education and Access
  5. Materials and Preparation



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**1. Substantive Recommendations and Action Items**

- Each subcommittee should make substantive recommendations to make Jacksonville safer, reduce violent crime, and improve our system of justice.
- The City wants action items.
- Each subcommittee should be innovative, thorough, and substantive.



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## 2. Financial Analysis and Funding Requirements

- Each subcommittee should consider and analyze funding requirements.
- Viable recommendations require financial analysis and viable, long-term funding.
- Each subcommittee should consider what it will cost and how to fund the subcommittee's recommendations.



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## 3. Empirical Approach and Research

- Each subcommittee should use a data driven, research based, empirical approach.
- Relevant statistics, data and research are vital to viable and credible recommendations.
- Each subcommittee should interview subject matter experts, receive presentations, and do whatever is necessary for the recommendations and action items.



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## 4. Public Education and Access

- Public education and access to law enforcement information is essential to long-term improvement and community support.
- Benchmarks, measurements, and year-to-year comparison will measure improvement and identify potential problems.
- Each subcommittee should consider (a) relevant measurements, data, statistics, research, and (b) how to make such information and the criminal justice system open and transparent to the public.



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## 5. Materials and Preparation

- This is a working committee that requires review of data and materials.
- Study all materials, specifically the JCCI study, the JSO matrix study, and the NAACP Green Paper.



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## Suggestions to Police Presence Subcommittee

1. Mayor's Policy: Put more police officers on the street
2. Deployment Strategies
3. Financial Analysis and Funding Requirements
4. Research



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**Suggestions to  
Police Presence Subcommittee**

1. Mayor's Policy: Put more police officers on the street.
  - In the summer of 2006, the City saw the impact of increased police presence in high crime areas.
  - In order to continue the results, Mayor Peyton will be asking the City Council to appropriate \$3 million to immediately begin overtime deployments in high crime areas.



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**Suggestions to  
Police Presence Subcommittee**

2. Deployment Strategies
  - Includes strategies in deploying police officers to high crime areas and Operation Safe Streets, Com Stat, and other approaches.



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**Suggestions to  
Police Presence Subcommittee**

3. Financial Analysis and Funding Requirements
  - Personnel funding (officers, civilians, correctional officers, etc.)
  - Operations, capital improvements
  - Pension obligations and unfunded liability
  - A serious, realistic, sustainable plan to put more officers on the street requires a holistic financial analysis of the JSO



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**Suggestions to  
Police Presence Subcommittee**

**4. Research**

- Staffing Data and Statistics
- Breakdown of police officers, correctional officers, civilians, etc., per capita analysis, compared to other counties, etc.
- Crime Statistics Analysis and Relation to Officers on street
- Finance research



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**Suggestions to  
Gun Crimes Subcommittee**

1. Mayor's Policy: The most innovative, progressive and aggressive approach to gun crimes in the country
2. Regional Conference for Florida Mayors on Guns
3. Prosecution of gun crimes
4. Additional focus of zero tolerance guns initiative
5. Financial Analysis and Funding
6. Research



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**Suggestions to  
Gun Crimes Subcommittee**

1. Mayor's Policy: The most innovative, progressive and aggressive approach to gun crimes in the country
  - This initiative involves an aggressive, comprehensive approach to gun arrests and prosecution.
  - Includes targeting all crimes involving guns, including illegal possession of a firearm, use of a firearm in the commission of a crime, discharge of firearm, and bodily injury caused by the use of a firearm.



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## Suggestions to Gun Crimes Subcommittee

### 2. Regional Conference for Florida Mayors on Guns

- The City of Jacksonville and Mayor Peyton have agreed to host a Florida conference for Mayors Against Illegal Guns.
- The event will be a one-day conference featuring subject matter experts and will serve as a forum to discuss illegal gun issues common to Florida cities, including:
  - The economic impacts of gun control
  - Illegal guns and our ports
  - Gun buy back successes and failures
  - A multi-city, state legislative initiative



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## Suggestions to Gun Crimes Subcommittee

### 3. Prosecution of gun crimes

- The message to those illegally carrying or using guns should be clear: We will not tolerate your behavior and we are bringing the full weight of the justice system down around you.



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## Suggestions to Gun Crimes Subcommittee

### 4. Additional focus of zero tolerance guns initiative

- Removing guns from schools, with zero tolerance
- Removing illegal guns from the county, including expanded gun bounties and gun buybacks



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**Suggestions to  
Gun Crimes Subcommittee**

5. Financial Analysis and Funding
- Costs for buybacks
  - Cost of additional JSO, SAO efforts



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**Suggestions to  
Gun Crimes Subcommittee**

6. Research
- A comprehensive approach to gun crimes is required.
  - This will require research, collaboration, and accountability.



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**Suggestions to The Administration of  
Justice Subcommittee**

- Mayor's Policies:
- Improve the administration of justice in Duval County
  - Improve the management of cases through system in Duval County and reduce overcrowded dockets in felony divisions
  - Reduce jail overcrowding
  - Fix the "broken windows" in our criminal justice system
  - Research



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### Suggestions to The Administration of Justice Subcommittee

#### Research

- Pending case counts in felony courts
- Backlog of pending cases
- Collaborative discussion of spending priorities, strategic initiatives, etc.
- Review of training
- Sentencing analysis



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### Suggestions to Safe Schools Subcommittee

1. Mayor's Policy: School safety and security is a top priority and we will have the safest schools in the nation
2. Guns, Drugs and Violence
3. Juvenile Assessment Center
4. Special prosecution for assault and battery on school teachers
5. Miscellaneous
6. Research



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### Suggestions to Safe Schools Subcommittee

#### Miscellaneous

- Curfew enforcement and rejuvenation
- The role of community service officers
- Truancy issues and school safety



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## Suggestions to Safe Schools Subcommittee

### Research

- Crime statistics at schools, including gun offenses, violent crime, drug offenses, etc.
- Resources allocated to schools and community policing
- Practices and policies that currently exist
- Training data



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## Agenda

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## Conclusion

- The Committee is taking a data driven, research based, objective approach to policy recommendations and action items.
- The diligent work of the subcommittees will enable us to provide greater depth and substance.
- All final recommendations and action items, however, will be made by the Committee as a whole.



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