



Finding Typhoid Mary: Ganging up on Offenders who Facilitate Violence

Aurora, Illinois

Throughout the 1990s and beginning with the 21st century, Aurora averaged 259 confirmed shootings annually and 1.3 murders every month. While other communities experienced reductions in violence after the 1990s, Aurora witnessed a record 26 murders in 2002. Five years of data, 2003-2007, continued to show an unacceptably high 12 murders annually. While this average was almost a 25% reduction from 1990s numbers, we consciously decided these were still unacceptable statistics in need of better analysis. Innovative responses followed a more thorough analysis resulting in an annual average of less than 3 murders over the past five years, including a new recent record of zero murders in 2012, not matched since 1946. Moreover, confirmed shootings have dropped 49% in the past five years as compared to the prior five years. A multifaceted response that evolved out of our more thorough analysis has included numerous mentoring groups offering alternatives for at-risk youth while targeting violent offenders who were facilitating violence like a contagious disease. In doing so, Aurora has been successful in breaking the generational cycle of gang violence that plagued the city for the previous two decades.

SCANNING

Mary Mallon (1869-1938) was documented as the first person in the United States to be a healthy asymptomatic carrier of a pathogen associated with typhoid fever. It is believed that she infected over 50 people, with a few confirmed deaths, over the course of her career as a cook. Interestingly, Mary refused to cooperate with health authorities and used different names as she moved around different cities knowingly infecting members of the public. She spent over 30 years quarantined and isolated from the general public before her death. An autopsy confirmed evidence of live typhoid bacteria.

Today, the phrase Typhoid Mary is used to describe individuals who knowingly spread something undesirable. This analogy became useful in an attempt to understand criminological literature that indicates a very small percentage of offenders are co-facilitators for a large percentage of total crime. In the case of Aurora, Illinois, the undesirable behaviors being spread were unacceptable high rates of shootings and murders that were being spread like an infectious disease in need of proper treatment.

Violence as an Infectious Disease

The initial diagnosis of the Aurora gun violence problem was minimal and possibly misdiagnosed. Officers anecdotally knew neighborhoods had long been in trouble with gang gun violence, but had little guidance for more fully understanding what type of strategic responses may be necessary to impact this problem in long-term sustainable ways. Perceiving gun violence as a public health issue rather than a criminal justice problem to solve allowed us to broadly refocus our analysis and imagine pragmatic responses that would be comparably more innovative than what we had previously attempted. In a manner similar to the health care providers, we began to rethink the type of dialogue and productive trusting partnerships that would be

necessary to cure gun violence rather than reacting to it. We perceived the ability to gain trust and provide education was especially relevant for our more vulnerable and often disenfranchised immigrant populations who were most susceptible to gang recruitment.

The city of Aurora, Illinois is the second largest city in the state, next to Chicago, with a census population of 198,000 that easily surpasses 200,000 with undocumented immigrants. Our most current census estimated 32,078 people living in Aurora that were not citizens.

Demographic data indicates 40 percent Non-Hispanic White, 11 percent African-American, and 41 percent Hispanic. The city has the second largest municipal police department in the state with 289 sworn officers and 73 non-sworn members and is led by a chief and three commanders.

During the 1990s and early 21st Century, the city had a disproportionate number of murders and shootings compared to the rest of the state. During the 1990s, 163 people were murdered in Aurora and we linked 60 percent of those killings directly to gangs. In 1996, the population was listed at 113,000 and witnessed 357 official shootings and 26 murders. In 2002, the population increased to 146,000 and experienced 268 shootings and 26 murders tying the 1996 high. While the rest of the country was experiencing reductions in violent crime, Aurora still saw 116 shootings and 13 murders as late as 2007. The high incidents of violence manifested in continued shootings and murders causing businesses to avoid investment in Aurora and property values to plummet. Real estate companies would sell properties listing as Naperville/Aurora when the properties were located in Aurora in an attempt to avoid the bad public image.

The general public and the media still frequently referred to Aurora's epidemic gun violence as late as 2007. Once we began to buy into and be challenged by this term "epidemic," we were able to refocus on the true costs of violence beyond the direct victims. The community

potential was being severely hindered by cycles of retributive violence (see Appendix A), reciprocal criminal justice system costs and overall loss of community reputation that negatively impacted business investment and real estate value. The challenge of the “epidemic” reputation allowed us to focus on the community psychology that surrounded shootings and murders, including the impact on families and children that were indirect and direct victims of the violence. The consequences of misdiagnosing violence in our city became more apparent and served as inspiration for necessitating targeted community partnerships.

The problem with Aurora gangs, shootings, and murders was obvious and verifiable. The troubling aspect of this verification was the realization that many people in the department and the community had begun to accept violence as a normal way of life in Aurora. The media continued to cover the sensationalism of gun violence while police administrators were admittedly perplexed on how to more effectively respond to this urgent problem other than through reactive acceptance. Heart wrenching neighborhood meetings consisted of community members, victims and their families, neighbors, and faith based organizations all demanding that the police do something more to stop the shootings and murders. Officers were also under enormous stress caught in the cycle of going from call-to-call with little effort being placed on evidence recovery or working collaboratively with the community. Victims and witnesses had lost faith in the police problem-solving abilities and would frequently seek their own retribution rather than cooperate with investigators. While other crime categories outside of shootings and murders were important, and obviously in much greater quantity, gun violence became the top priority because of the collateral consequences and overall community impact.

ANALYSIS

Gun violence in Aurora, Illinois is a relatively new problem for the city. In comparing 1980s data (53 murders; 5.3 annual average) to 1990s data (163 murders; 16.3 annual average), the focus had to be placed on the more recent past to understand what had changed. Moreover, there is some fluctuation in both murders and confirmed shootings throughout the mid-1990s and into the 21st century as well. See Figures 1-2.

Figure 1. Murders (1996-2007) Aurora, Illinois

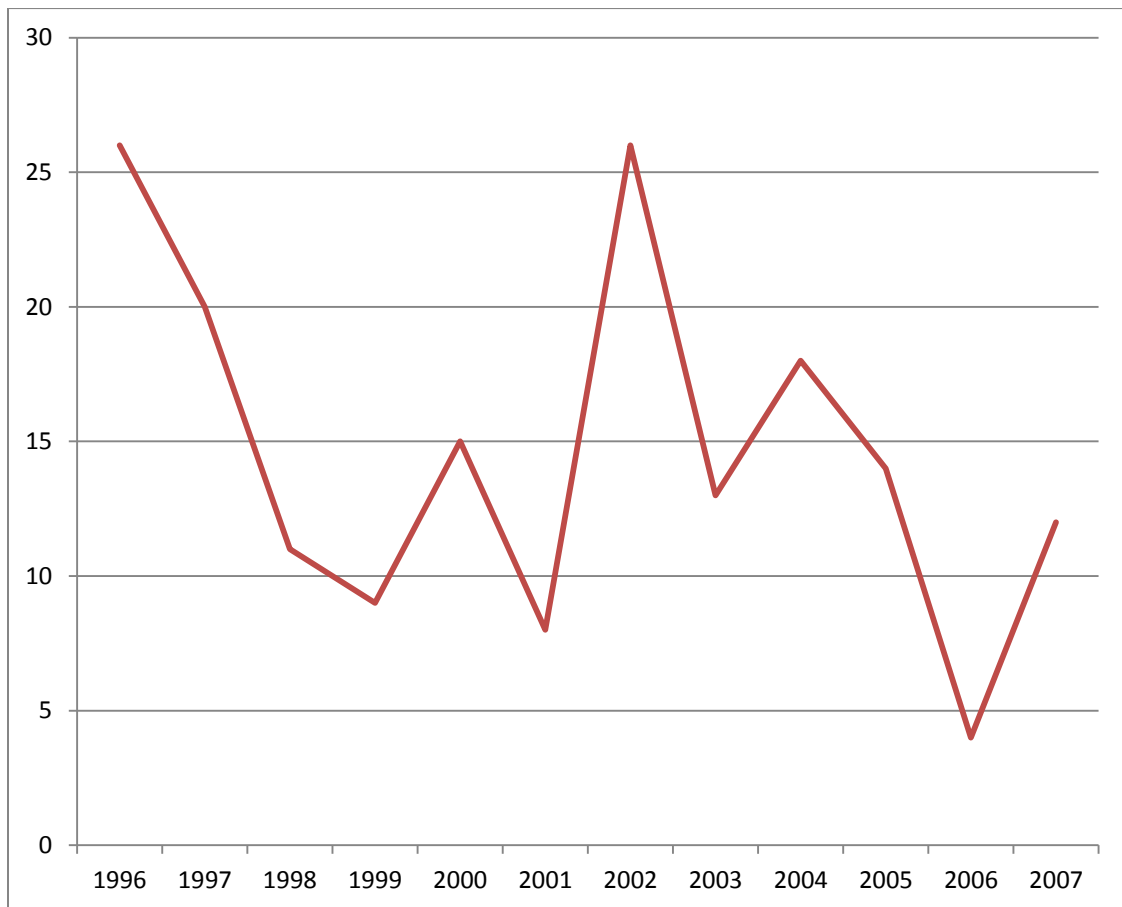
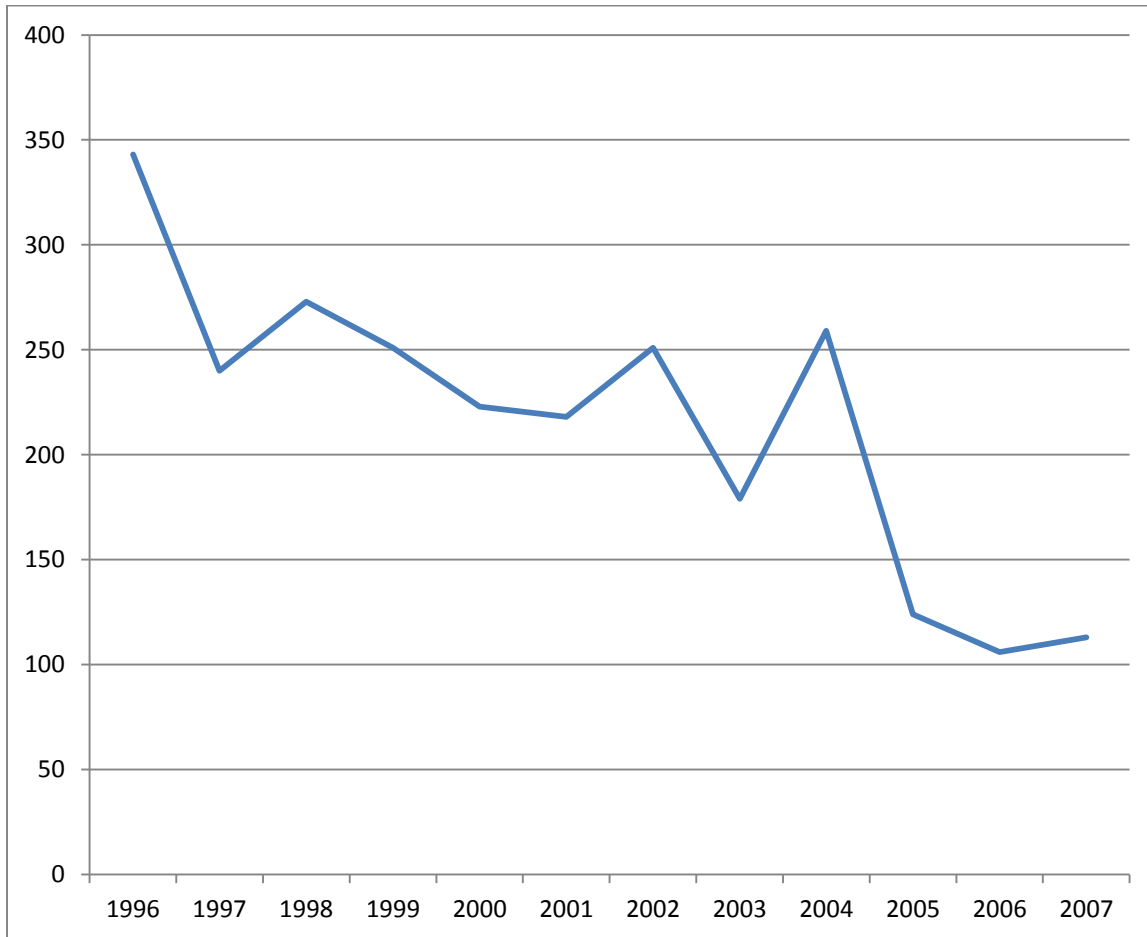


Figure 2. Shootings (1996-2007) Aurora, Illinois



At this point in the analysis, there may be several explanations for the statistical fluctuations in murders and shootings such as loss of jobs, higher levels of poverty, poor parenting, etc. While many continued the debate over what was causing the violence, we knew that analytically none of these variables would be useful for reality-based responses. We began to reanalyze our current responses in earnest in 2005 and were determined to impact shootings and murders in a manner that did not see such steep fluctuations over the long-term. Our goal was to attempt new responses that could drive shootings and murder statistics to record lows that would be sustained.

Responses with Limited Effectiveness

Past responses were assessed to determine initiatives that were having limited effectiveness and not creating sustainable reductions in shootings and murders¹. Responses with limited effectiveness included gun buy backs, gun possession arrests, guns seized as evidence in a crime, Ceasefire, increased officer overtime, and single-agency intelligence gathering that was hampered by Illinois eavesdropping procedural laws. Because we were not satisfied with the past results, we more earnestly returned to the analysis stage with a more careful inquiry as a means for determining what responses were necessary for long-term reductions in shootings and murders.

Data from 1990 through 2007 revealed a total of 273 murders, averaging 16 murders and 251 shootings every year. As pointed out in various criminological literature, our victims and offenders frequently mirrored one another with little demographic change year-to-year. Our murdered victim demographics consisted of 60% Hispanic, 33% African-American and 7% white. The average age, taking out outliers of newborns/elderly, was in the early 20s. Our victim data was comparable to our known gang demographics consisting of 24.9% African-American, 68.7% Hispanic, and 6.2% white. While the violence we were experiencing in the 21st century was comparably different than during the 1990s, Aurora still carried the debilitating reputation for gang violence that continued to impact our ability to successfully gentrify.

¹ For example, in 2001, we experienced 9 murders and 218 shootings during a period where we were exercising a zero tolerance approach towards gang members. However, in 2002, we experienced a staggering 26 murders and 251 shootings causing us to question why our existing responses were not creating sustainable change in reducing gun violence. We knew we needed to reanalyze to more effectively understand the problem before deciding on future responses.

Formal Social Control Strategies

If we were going to control gang activity through formal social control mechanisms, we knew that our intelligence gathering on gangs was lacking, especially as it related to intervening with retributive shootings. Legally we were often stymied. Procedural law in Illinois requires a two-party consent requirement for overhear orders. Historically, these laws were created in Springfield in the aftermath of political scandals and now served to restrict local police investigations. Our ability to gather intelligence on gang activity following shootings and/or murders continued to be hampered at the local level.

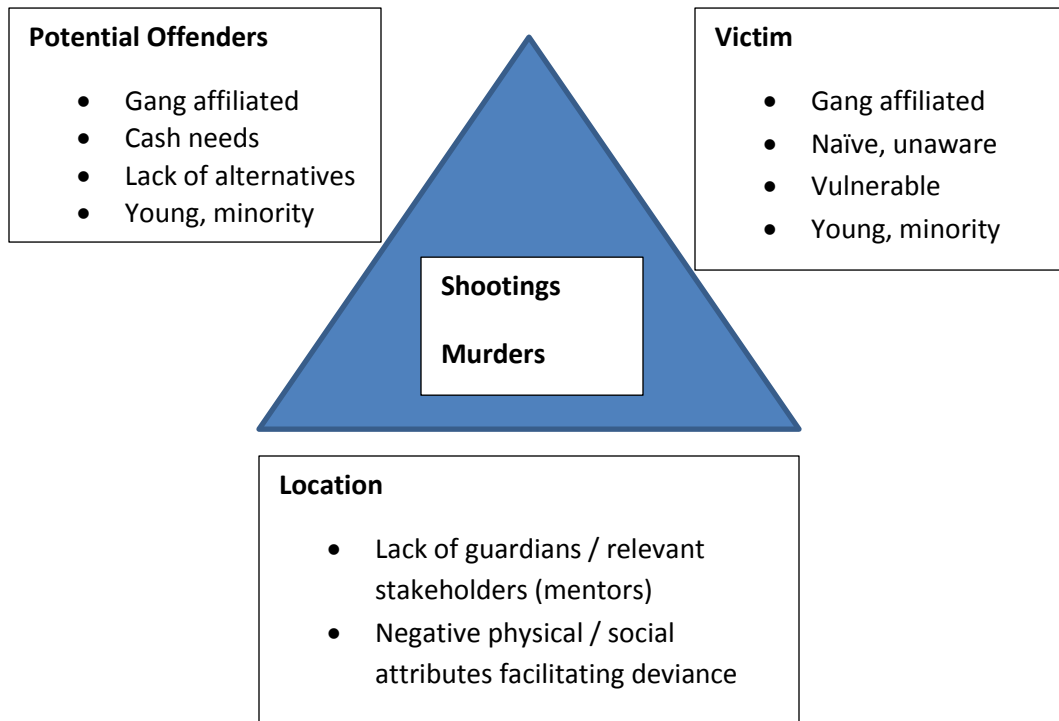
Informal Social Control Strategies: Determining Stakeholders

If we truly wanted to “police with, rather than police for” the community, we began to listen more closely to those impacted directly by gun violence. Through our most recent analysis, we determined the entire 200,000 Aurora residents are not equally relevant with regard to targeted collective efficacy. Instead, we directed our attention towards partnering with stakeholders that were directly impacted by shootings and murders and through these conversations discovered that past responses had created more fear than trust. Potential stakeholders feared investigations, judgment, and potential prosecution often causing them not to seek our help from a problem-solving perspective. Although we may have been reacting lawfully in the past when investigating shootings/murders, certain segments of the community considered our actions awful when not directed towards impacting the problem collaboratively and long-term. We recognized this open dialogue was enormously powerful analytically and our solutions began to be built on a foundation of legitimate trust between the police and targeted segments of the community most at-risk.

To more fully understand the causes of the current problem, we had to determine who the most relevant and active stakeholders were while also actively understanding their perspectives. The neighborhood families that experienced the violence directly were the most relevant as were several other stakeholders who were seeking ways to be involved with programs that targeted at-risk youth. Through these intentional conversations, we discovered that we needed to do a better job relying on stakeholders to assist our preventative strategies and segments of the community needed to be reeducated about their role in violence prevention as we began to shift and share responsibilities for decreasing shootings and murders.

The community conversation revealed that at-risk youth (i.e., potential offenders/victims) were too frequently unsupervised and socialized mainly on the streets. Violence was further concentrated and facilitated in areas with negative physical and social attributes. Without having a good place to go and parents not fully realizing the lure of gangs, violent lifestyles continued to be infectious and repetitive. We discovered that victims of shootings / murders were frequently linked to gangs and found to be naïve about their future if they remained in the gang lifestyle. Through this perspective, the line between offenders and victims could be blurred. See Appendix B for past gang member photos. Figure 3 demonstrates how the problem analysis triangle was useful for understanding potential offenders, victims, and place locations.

Figure 3. Problem analysis triangle



RESPONSES

The analysis revealed multiple responses were necessary for addressing a problem with repetitive shootings and murders. In order to impact this problem in a sustainable way, we acknowledged what we were doing was not working at acceptable levels. We committed our department to creatively utilize findings from our analysis to help drive responses that would have a larger impact. In order to legitimize our efforts both internally within the department and externally to the wider community, we institutionalized FranklinCovey's 4 Disciplines of Execution.

1. Creating clear goals.
2. Translating the goals into daily activities.
3. Providing scoreboards to measure if the goals are achieved.
4. Holding each other accountable with relevant and timely feedback.

This type of leadership structure challenged past bureaucratic models and forced us to become more collaborative when creatively responding to our shootings / murders problem.

We learned we could not arrest our way out of this problem and realized we needed to have a comprehensive and collaborative strategy. There were two major categories our strategic responses fell under, both utilizing popular lever pulling strategies that had been successful in other communities that experienced gun / gang violence. The first category fell under new collaborations with federal law enforcement that targeted specific offenders believed to be facilitating a high degree of violence. Starting in 2005 – 2007, we successfully arrested nearly 150 high-ranking gang members from eight ranking gangs and many of these violent offenders were prosecuted federally via BATF and FBI joint investigations. The second category within our strategic response required we pull on several community levers to plug the vacuum that would invariably be present in the aftermath of so many arrests.

Formal Social Control: Targeted Typhoid Mary

We made a conscious effort to no longer waste resources on targeting guns but instead target offenders who were co-sponsoring infectious violence. Our goal was to impact the structure of the gangs and one of our best avenues for doing so was through federal support. Past research on criminal offending indicates that a small number of criminals account for a disproportionate share of a city's crime problem. We suspect this was the case for Aurora throughout the 1990s and into the 21st Century when it came to shootings and murders. Therefore, our goals shifted from targeting particular crimes to targeting specific offenders.

This type of specialized targeting also seemed to fit more efficiently with the current economic conditions which required us to make better use of limited resources. Our existing resources were supplemented by the assistance of the BATF and the FBI when we created our

Cold Crime Task Force. Federal cases directed towards specific offenders (Typhoid Marys) were done to prevent continued group violence that was being facilitated by a small number of offenders. We also had a number of indicators from the analysis that violence was now cross-generational and our concern was to collaboratively design strategies that prevented continued future group violence. In doing so, we intently formulated new community partnerships as the second part of our response.

Informal Social Control: Targeted Community Partnering

Community partnering, a key strategy in our lever pulling response, became useful when we targeted the right stakeholders who also understood the gravity for reducing violence. The consequences for doing so included the need to continually foster economic growth, gentrification, and increased opportunities. In this vain, the partnerships became beneficial for everyone involved, not just the shooting victims or those touched directly by murder. Our targeted community partnering strategy garnered legitimacy once we admitted we could not rely on arrests alone. We also needed other institutions to proactively target future offenders.

In the past, the police and our criminal justice system were perceived as the primary means for impacting violence. Consequently, those most at-risk for violence were not always comfortable seeking support from the police and/or other social agencies if they determined the ramifications for doing so were not in their family or neighborhood's best interest. Therefore, we initiated a response that highlighted improvements in social capital that was built upon a foundation of trust between the police, community, and those most at-risk.

In order to gain trust, we began a strategy of direct partnerships within targeted neighborhoods via knock and talks with households that were known to have children susceptible to gang influences. We began to work with the parents of at-risk youth to offer

different opportunities and provide tools for avoiding future conflicts. Our focus was on preventing the next wave of violent crime by communicating directly and repeatedly with potential offenders who were under some type of scrutiny. We also repeatedly made presentations at area schools revealing the consequences of gang lifestyles. We helped explain what youth could do to avoid law enforcement but also how they can direct their time to better opportunities throughout the community. This type of response was directed in the aftermath of the high profile gang leader arrests with the goal of drastically shifting the cycle of contagious violence that had historically followed previous arrests.

The community collaboration from this type of directed response was enormously powerful because of the multitude of groups that were now involved with the anti-violence norm changing movement with a new goal of contagious peace to replace the past infectious violence. According to our analysis, shooting and murder victims were predominantly young male minorities who were vulnerable to gang influence. In order to educate future victims/offenders about their vulnerability, we needed targeted stakeholders to establish leadership programs that offered better opportunities for at-risk youth who were also more willing to report gang recruiting issues than what we had seen in the past. We knew our “Typhoid Marys” consisted of about a dozen gang leaders who were continuously infecting our city with its reputation for gun violence.

Following several community meetings ten years ago, Clayton Muhammad, who was then Vice-President of the Quad County Urban League, challenged 12 young Black and Latino men to form a group focusing on bonds rather than traditional stereotypes that the dozen gang leaders espoused. The group was later called Boys II Men Training Academy with 12 chartered members. By 2005, the members had multiplied and the Aurora Police Department partnered

with their initiative to be the anti-gang, leading youth in a more positive direction. This group, and several others summarized below, had shared goals with the police for reduced shootings, murders and other co-offending gang activity. These partnerships are directed at prevention in a way where the police were traditionally not as effective at offering real alternatives to neighborhood gang involvement. Groups we partnered with through our targeted collective efficacy response are summarized in table 1.

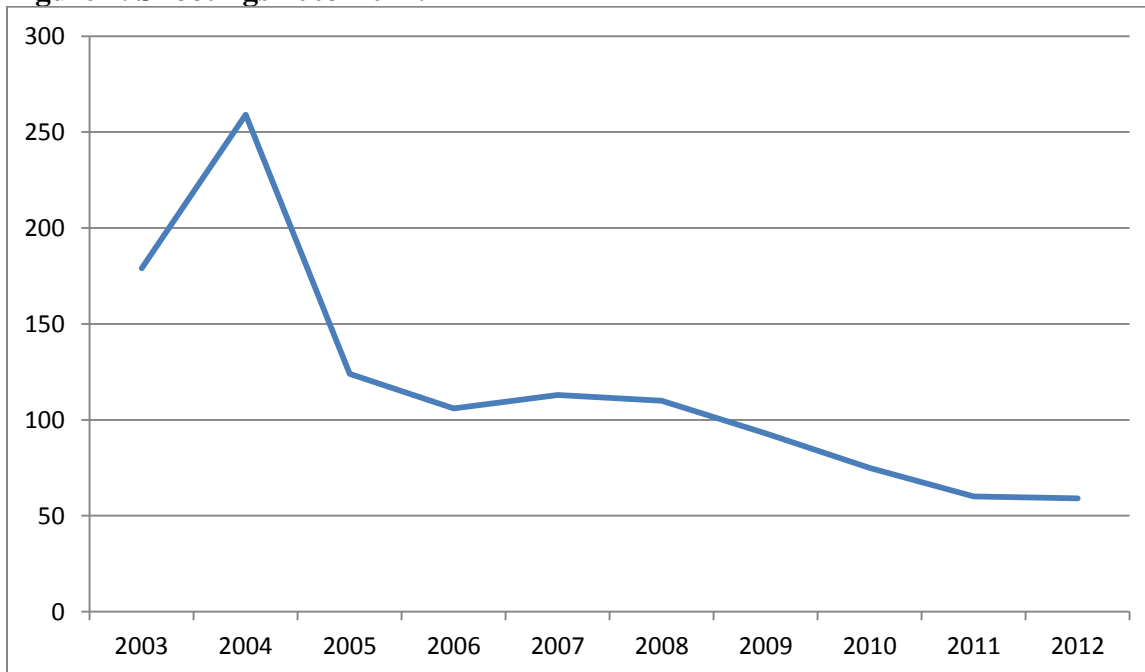
Table 1. Targeted Collective Efficacy.

Organization	Summary
East Aurora High School Junior Reserve Officers' Training Corps (JROTC) *one of the largest in the nation	Federally funded program with over 900 youth enrolled focusing on leadership, physical discipline, and academic achievement.
Triple Threat Mentoring	Non-profit organization founded in 2007 to serve low-income households and at-risk youth by offering weekly programming in Arts, Academics, and Athletics.
Boys II Men	Fraternal network of young men (and now women) who work towards developing leadership, self-esteem, and nonviolence for the past decade.
Aurora University <i>MyTime</i>	In an effort to curb youth idle time after-school the Aurora community partnered with Aurora University, a not-for-profit institution that offers 40 undergraduate and 18 graduate majors. This response to youth violence was created to engage community middle school students in evidence-based quality after school programming through the university's Institute for Collaboration.
Faith-Based Organizations	Held prayer vigils at every murder throughout the city and inspired passionate attention towards problem-solving initiatives that sought partnerships geared towards discouraging future violence

ASSESSMENT

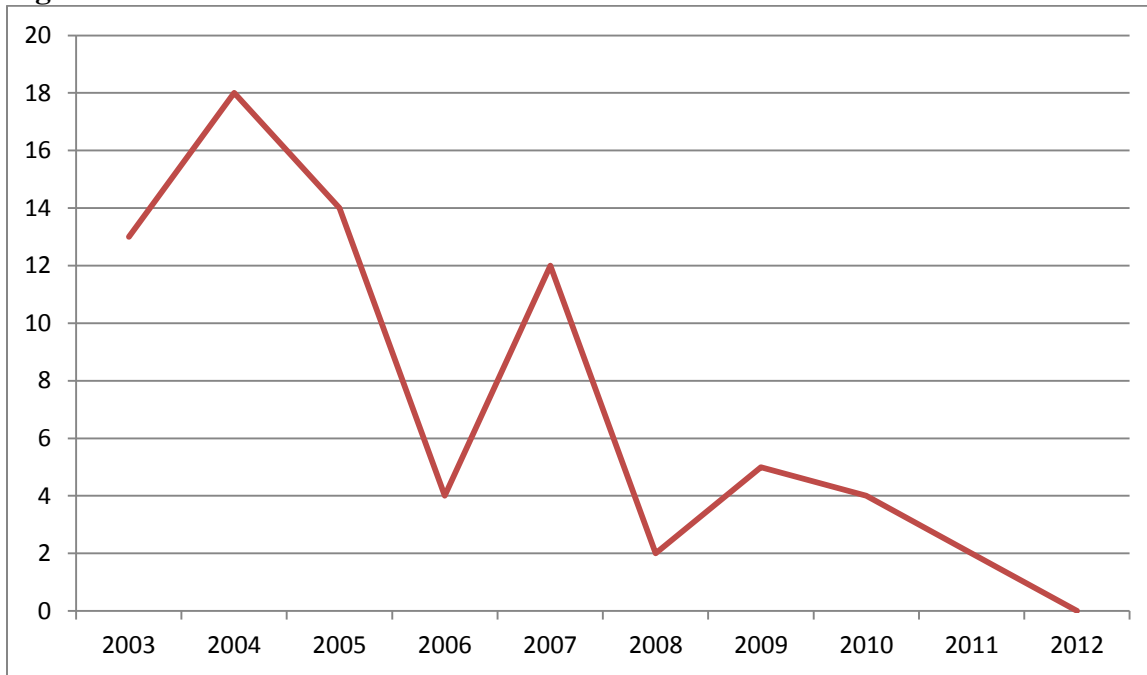
Policing in the 21st Century is about intelligent resource allocation. Like many departments faced with the challenges of the current economy and the shifting landscape of governmental services, the Aurora Police Department was forced to reanalyze our ability to allocate resources when it came to investigating shootings and murders. In doing so, we have been able to significantly impact our city's most prolific problem, shootings and murders. The city average 251 shootings annually prior to our response compared to average 79 shootings over the past five years or a 69% reduction. See figure 4.

Figure 4. Shootings 2003-2012.



Moreover, the city averaged 15 murders annually prior to our response and the average for the past five years has been less than 3 murders or an 80% reduction. See figure 5.

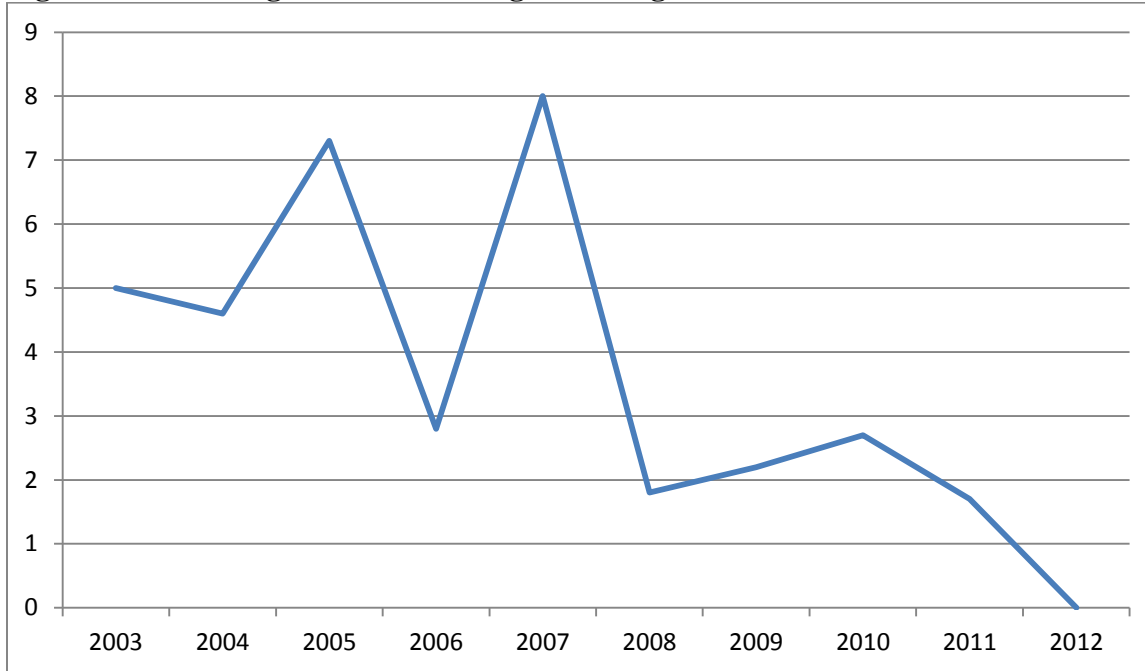
Figure 5. Murders 2003-2012.



Cities of comparable size have reported much higher murder numbers in 2012- Richmond, Virginia (26), Akron, Ohio (27), Rockford, Illinois (11), and Peoria, Illinois (10). Chicago saw over 500 murders in 2012, more American deaths than in Afghanistan. Aurora reported zero murders in 2012, a statistic that has not been matched since 1946.

If we compare shootings and murders over the past decade, we find that shootings for the past five years are much less frequently ending in a murder. From 2003-2007, 5.54% of total confirmed shootings resulted in a murder and in 2008-2012, only 1.68% of total confirmed shootings resulted in a murder as seen on figure 6.

Figure 6. Percentage of total shootings resulting in Murder.



Formal Social Control Partnerships

Sustainable change began five years ago with Operation First Degree Burn when the Aurora Police Department partnered with the FBI and successfully arrested 31 Latin King gang members linked to 22 murders dating back to the 1990s. Moreover, collaboration with the BATF resulted in the prosecution of 16 key Deuces. We continued to push several cold case files resulting in a number of arrests of gang members we linked to being “Typhoid Marys” that were still creating infectious shootings and murders at an unacceptable rate. A tipping point came through collaborative federal investigations that utilized RICO and drug statutes and no longer required our citizens to testify against gang leaders / narcotic dealers. We were fortunate to have 85% of our gang arrests prosecuted federally and 15% with state charges. Informants were also more forthcoming when we pressed federal time. In 2008, Aurora Officer Michael Nilles was named national Police Officer of the year by the International Association of Chiefs

of Police for his collaborative investigative work with the FBI that targeted our “Typhoid Marys”. More information on the IACP Award can be seen in Appendix C. When comparing our murder/gang links over the past decade, approximately 66% of murders 2003-2007 had direct links to gang disputes. From 2008-2012, we estimate 43% of murders have direct links to gangs. While the targeted arrests and successful prosecutions were meaningful, we were particularly interested in evaluating how our community collaboration efforts succeeded in filling the vacuum that was inevitable in the aftermath of these events.

Informal Social Control: Changing Normative Behaviors

We still have gangs and at-risk youth within the city of Aurora. However, the normative behaviors surrounding the gangs are no longer directed towards shootings and murder. We have made a significant and sustainable impact on the “Typhoid Marys” who continually spread violence throughout the city of Aurora for nearly two decades. Today, we have far fewer gangs and gang members because of our offender-focused responses coupled with community engagement initiatives. Consequently, our community outreach has shifted to non-violent victims (e.g., auto accidents) for divisions such as crisis and outreach. See Appendix D.

As we moved towards changing violent gang activity, once considered normative by both gangs and community members, we focused on increasing the risk to offenders and reducing perceived anonymity while decreasing opportunities for neighborhood violence. In doing so, we have been successful at increasing collective efficacy throughout targeted neighborhoods while increasing the overall perceived legitimacy of how Aurora polices its neighborhoods.

The promising assessment of our responses can be directly linked to improvements in perceived police legitimacy. We suspect the multi-pronged response we committed to can be

credited with the significant reductions in observed shootings and murders over the past five years. These results have been sustained through ongoing community engagement that continually target those neighborhoods and youth most at-risk.

The community has done exceptional work partnering with the police and offering incentives for youth to avoid gang influences. The commonality of these initiatives focuses on discouraging gang lifestyles while exposing targeted populations to alternative opportunity structures. A summation of these strategies can be seen in Appendix E.

We have found that at-risk youth are now more likely to voluntarily comply with anti-violence campaigns and mentoring programs that are being advocated by relevant stakeholders. In this context, our focused offender strategy coupled with a focused collective efficacy strategy has been successful at controlling and preventing shootings and murders. Our community partners have continued to inoculate targeted populations that once encouraged violence throughout targeted Aurora neighborhoods. Several letters of support are posted at the end of our submission. We believe these results are sustainable as community leaders continually influence new norms of non-violence and are much more likely to collaborate with the police and decrease the anonymity of any future Typhoid Marys.

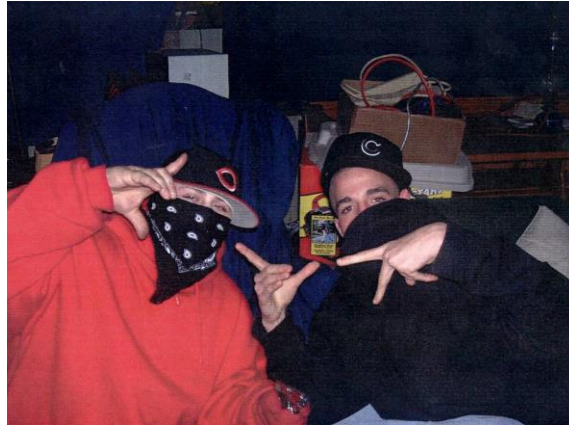
Appendix A

Gang Graffiti Photos Indicating Retributive Violence



Appendix B

Past Gang Member Photos



Appendix C

APD Nilles National Officer of the Year targeting Typhoid Marys

Officer Michael Nilles Receives Highest Honor in Law Enforcement

New York, Nov. 6 — Officer Michael Nilles of the Aurora Police Department has been named the 2008 Police Officer of the Year by PARADE magazine and the International Association of Chiefs of Police for his work in solving several cold cases that have put violent criminals behind bars.

The highest honor in law enforcement, the Police Officer of the Year Award, which is announced in this Sunday's issue of PARADE, will be presented to Officer Nilles, 43, at a ceremony on Tuesday, Nov. 11, in San Diego, Calif., during the annual conference of the IACP. An additional 10 officers will receive honorable mentions.

Police officers across America face challenges including gangs, drugs, Internet crime, and terrorism. Even as high-tech methods of crime solving find their way into most departments, the key to outstanding police work often remains old-fashioned determination, tenacity, and legwork.

Determined to solve four cold-case homicides, Officer Nilles led a yearlong investigation that resulted in the arrest of 31 gang suspects charged with 179 counts of first-degree murder, some dating back to 1989.

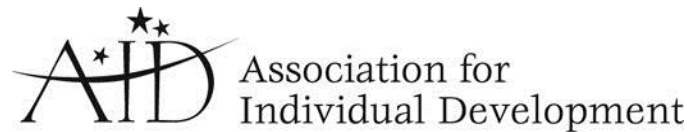
Working with Special Agent Cory McGookin of the FBI, Nilles noticed that there had been no follow-up in a number of old federal plea agreements involving alleged murder suspects in Aurora. Using that as a starting point, the two officers went all over the United States and Mexico to interview witnesses who could testify. Many of the victims were rivals of the Latin Kings gang. But one of the more poignant incidents involved the death of 6-year-old Nico Contreras, the inadvertent victim of a gang grudge. The boy was killed when, on a visit to his grandparents, he slept in his uncle's bed. Five shots were fired into the room early on the morning of Nov. 10, 1996. But it took more than 10 years to bring charges in the case. Now one suspect has been convicted of first-degree murder; another awaits trial.

"The hardest part of the job is not dealing with the gang members," says Nilles, who has a photo of Nico on his desk. "It's talking to the victims' mothers and fathers. I was just happy to give Nico's family some closure."

Nilles ultimately put the leader of the Latin Kings out of business. "Angel 'Doc' Luciano was a guy I was dealing with when I first came on the job in 1988," says Nilles. "He was just convicted of a 1989 murder and, being one of the most influential gang leaders, it makes this whole thing worthwhile." But Nilles will not take sole credit. "We would not have been able to do this without the cooperation of the FBI, the Kane County state attorney's office, and fellow Aurora officers," he says. Twenty-five to 30 trials are pending. "I'll be going to court to testify for the next few years," says Nilles.

Appendix D

Letter indicating shift in Victim Services



May 28, 2013

To Goldstein Award Selection Committee:

On behalf of the Association for Individual Development's Victims Services Program, I would like to commend the City of Aurora's Police Department and support their submission for the Herman Goldstein Award. Victims Services was created in 2005 in response to the high number of shootings and homicides occurring in the City of Aurora. Staff is dispatched 24/7 to assist the individuals and family members impacted by this violence. In 2005 alone there were 13 homicides. Victims Services assists with death notifications, funeral planning, victim's compensation forms and crisis counseling. Sadly, responding to homicides and shootings kept my staff, and me, very busy.

With the significant drop in homicides and shootings- zero homicides last year- the emphasis of Victims Services has changed to assist members of the community for non-violent incidents: natural death, suicide (both completed and attempts) serious and/or fatal traffic accidents, physical and sexual abuse issues, community education and providing Critical Incident Debriefings. These individuals were not the focus of the program when it first began in 2005 and often did not receive our services due to the high shooting and homicide rate.

The incredible and tireless work of the men and women of the Aurora Police Department in reducing the number of shootings and homicides has now allowed us to assist a greater number of people for a wider variety of reasons. AID's Victims Services Program is proud to collaborate with the Aurora Police Department and strongly back their bid for this award. Please feel free to contact me directly at jfurnas@the-association.org or 630.966.4350

Sincerely,

Joanne Furnas

Joanne Furnas
Division Director Crisis & Outreach Services

Appendix E

Assessment of Mentoring Groups who Discourage Violence

Organization	Summary	Impact
Aurora University <i>MyTime</i>	Free program running for six years designed to engage the city's preadolescent youth with after school with activities that focus on nurturing positive interpersonal relationships and improving overall self-esteem. The program offers a mix of recreation, arts, tutoring, and games designed to improve scholastic skills that include math, reading, and writing. Today, four school districts and nine middle school sites now participate in this free after school program.	Offers public education and community-building activities while enforcing new norms associated with less acceptance for using violence to solve altercations.
<i>Boys II Men</i>	Driven by a mission to shatter stereotypes of young minorities and promote life-transforming events through education, discipline, service, culture, and brotherhood. Offers appealing alternatives to gang violence by providing support and protection.	Utilizes place managers more effectively and helps to reduce offender anonymity by challenging assumptions of gang lifestyles.
Junior Reserve Officers' Training Corps (<i>JROTC</i>)	From 2007-2012, the East Aurora High School JROTC has gone from 630 members to 950 students creating the nation's largest JROTC Program at one institution. These numbers represent 33% of the student body.	Provides self-esteem, college scholarships, and numerous other opportunities that work to discourage deviant behavior outside of school.
<i>Triple Threat Mentoring</i>	Offers support to at-risk youth, victims, victim families and youth with incarcerated parents. Programming surrounds arts, academics, and athletics.	Provides the necessary foundation for strong dialogue and commitment to preventing violence.



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May 29, 2013

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Dear Herman Goldstein Nominating Committee,

It is our honor to write this letter in support of the Aurora Police Department's nomination for the Herman Goldstein Award which honors institutions for their excellence in problem-oriented policing.

Through the efforts of Communities In Schools in collaboration with Aurora University's Institute for Collaboration of which the Aurora Police Department is an engaged member, the City Wide After School Program named *MyTime* was created.

Government, not for profit, business and educational leaders from across the community met to design, fund and implement this innovative approach to engage youth in productive activities beyond the school day. Focused initially at the middle school level, the *MyTime* Program serves students in kindergarten through high school serving four school districts in Aurora. The administration of the program is managed by Communities In Schools. In 2012 over 3,260 students participated in the *MyTime* program during the academic school year and summer programs. Twenty-three (23) community partners provided hands-on engaging activities.

The after-school and summer program is intended primarily to benefit youth who are left unsupervised during the out-of-school hours because of working parents and engage such students in the areas of academics, fine arts, leadership, socialization and recreation. The goals of the after-school program are to promote positive learning/behavioral aspects while decreasing negative/delinquent behavioral aspects in the children who attend the program, increase public safety, and provide an increased opportunity for parents of the children to work or be involved in other activities during the time period of the out-of-school program. The impact of this program is that it provides students with academic enrichment opportunities and success along with the development of life skills in a safe and supportive environment.

Communities In Schools of Aurora (CIS), as part of a national network in over 260 cities and communities, has created collaborative projects with community partners, and has engaged families, youth, neighborhoods, social service agencies and schools. Founded in 1993, CIS has successfully managed and coordinated services to Aurora School Districts 129, 131, 204 and Aurora Schools in 308. The organization works collaboratively with all districts as a broker of services by linking community agencies and resources to area schools and by providing supplemental staff and services that support students and their families. Services offered include: after school programs, individual student and group counseling, truancy prevention, substance abuse prevention/ education, grief counseling, parenting programs, domestic violence and sexual assault prevention and intervention, tutoring, mentoring, conflict

resolution and peer mediation. The mission of CIS is to champion the connection of needed community resources with schools to help young people successfully learn, stay in school and prepare for life. CIS accomplishes its mission by cultivating meaningful partnerships between schools, community-based organizations and families.

Again, it is our honor to endorse the nomination of the Aurora Police Department to receive this prestigious award recognizing their commitment to be a viable component of a community effort to invest in its future by investing in its youth.

Sincerely,



Sherry R. Eagle, EdD
Executive Director
Institute for Collaboration of Aurora University



Karen Harkness
Director of City Wide Youth Programs
Communities In Schools of Aurora



All Children Can And Will Learn

Aurora East Schools
District 131

East High School
500 Tomcat Lane * Aurora, Illinois 60505-5278
Telephone (630) 299-8086 Fax (630) 299-8087



May 30, 2013

Herman Goldstein Award

To Whom It May Concern:

On behalf of the East Aurora Naval Junior Reserve Officer Training Corps, I would like to applaud the City of Aurora's Police Department and I strongly support their submission for the Herman Goldstein Award. The mission of the East Aurora Navy Junior Reserve Officers Training Corps (NJROTC) is to motivate young people to become better citizens through instilling in them the time honored core values of Honor, Courage and Commitment. This program was established in 1996 and gives our 960 cadets an opportunity for total development and also provides them numerous opportunities to serve the community through volunteerism.

Through the years over 5000 students have participated in our program and it has been recognized as one of the top NJROTC programs in the country; as well as being recognized locally in various news reports and articles as having a positive effect in the surrounding community. As the largest NJROTC in the nation, we are committed to training the next generation of leaders who will change their communities, the nation and the world.

NJROTC teaches self-discipline, self-confidence and pride in a job well done. It offers challenges and an opportunity to sharpen communication skills, develop leadership potential, strengthen self-esteem, improve physical fitness, provides incentives to live drug free, promote graduation from high school and develop a solid foundation for career development. This program has consistently shown great results in both the caliber of the NJROTC program and the respective cadets themselves.

The herculean efforts of the Aurora Police Department in reducing the number of shootings and homicides are a credit to their commitment to public safety for the citizens of Aurora. Their demonstrated record of excellence and high standards are

values that we model to our cadets. We proudly stand with the Aurora Police Department in doing whatever we can to contribute to building a safer, stronger City of Aurora.

If I can provide any further information in support of the City of Aurora application for this most prestigious award, please feel free to contact me at dperson@d131.org.

Sincerely,

A handwritten signature in cursive script that reads "Darryl N. Person".

Lieutenant Commander Darryl N. Person, USN (Ret.)
Senior Naval Science Instructor
NJROTC
East Aurora High School



Athletics • Academics • Arts

Empowering urban youth to develop confidence, character and life skills

May 31, 2013

To Whom It May Concern:

Triple Threat Mentoring proudly supports the Aurora Police Department's candidacy for the Herman Goldstein Award.

The APD has made tremendous strides in protecting the residents of the state's second largest city and curbing violence -- as evidenced by Aurora's first year without a homicide since 1946. No other major American city could make that claim in 2012. And it was the APD leading the charge.

For decades, Aurora has worked hard to shed the stigma of being a city plagued by crime, gangs and violence. The tireless work of the APD has helped do just that and garnered the department much notoriety while cleaning up the streets. But even more important than that, perhaps, is the new outlook the APD has helped establish for Aurora. We're now a city with a mission of working and prospering together.

The concerted effort of APD's strategies to reduce violence and murder, combined with their partnership and support of local youth agencies, created a new legacy for Aurora in 2012. Triple Threat is proud to be a part of that legacy, helping to change the face of a community, one youth at a time.

Triple Threat Mentoring is an Aurora non-profit that empowers urban youth to develop confidence, character and life skills through innovative programs in athletics, academics and arts. We use passion to create relationships between adult volunteers and at-risk youth who share the same interests. Since our inception in 2007, we've helped more than 17,000 youth through our no-cost programs and events. We've been blessed to work with an active group of more than 500 volunteers and well-known companies such as Nike, Ball Horticultural, Powerbar, United Way and Medallion Media.

The City of Aurora and its agencies have been an invaluable resource for Triple Threat. It's easy to mention the Aurora Police Department's relentless efforts and implementation of solution-based strategies to reduce crime and murder in our city. That can be measured in data -- as in zero homicides. But what you can't quantify is the APD's true commitment to better the community. We've always had someone to turn to within the police department and have even had officers lead Triple Threat programming in their free time.

We appreciate APD's leadership, police work and collaboration with local agencies like Triple Threat that offer youth positive growth opportunities and safe alternatives to gang activity.

On behalf of Triple Threat Mentoring and the youth we serve, I am honored to recommend Aurora Police Department for the Herman Goldstein Award.

Caleb Luper

A handwritten signature in black ink, appearing to read "Caleb Luper", with a long, sweeping underline that extends to the right.

Founder/CEO
Triple Threat Mentoring
www.triplethreat.org



Tuesday, May 28, 2013

Dear Goldstein Award Review Committee:

It is my pleasure to submit this letter of recommendation and support for the Aurora Police Department as the recipient of the 2013 Herman Goldstein Award for Excellence in Problem-Oriented Policing.

As the Founder/Director of Boys II Men, Inc., an Aurora-based community organization, I have been honored to partner with the Aurora Police Department and the current APD Chief Greg Thomas, for more than ten years to improve the quality of life in Aurora, IL.

Boys II Men was founded on November 27, 2002 after a depressing year of violence in Aurora that ended with 26 of our residents dead, many of them youth. With the desire of bringing young men together for good instead of destruction (like the street gangs), we formed Boys II Men as a citywide anti-gang initiative. Over the course of the last ten years, Boys II Men has transformed from an anti-gang organization to a brotherhood for phenomenal young men with chapters throughout the country.

More than 250 young men have participated in the high school sector of the program - with a 100% high school graduation rate. Our graduates have attended some of the finest colleges and universities in the country and have studied abroad in Europe, Africa, Asia, and South America. Many have completed their Masters Degrees and one is currently pursuing his Ph.D. in Educational Policy Studies at THE Ohio State University.

Our partnership with the Aurora Police Department has been instrumental in the success of the program and many other youth-focused programs in Aurora. Together, we have been able to improve the quality of life and instill a deeper sense of pride and passion in our students.

As we closed the year 2012 - the 10th year anniversary of Boys II Men - with zero homicides and violent crime rates down 50% over the last decade, we all celebrated because we know we did it for the sake and future of our children ... and we did it together with the Aurora Police Department as the lead source of information and inspiration.

I do believe that Mr. Herman Goldstein would be proud and agree that the next recipient of the award that bears his name is the Aurora Police Department and the City of Aurora.

Please do not hesitate to contact me with any questions at 630.774.9306 or claytonmuhammad@gmail.com

Respectfully,

A handwritten signature in black ink, appearing to read 'Clayton A. Muhammad', written over a white background.

Clayton A. Muhammad
Founder/Director

A Brotherhood for Phenomenal Young Men



City of Aurora

Mayor's Office • 44 E. Downer Place • Aurora, Illinois 60507-2067 • (630) 256-3010
FAX (630) 256-3019

Thomas J. Weisner
Mayor

May 31, 2013

Dear Award Committee:

As the Mayor of the City of Aurora, Illinois I support the Aurora Police Department's submission for the Herman Goldstein Award.

When I was elected to office in 2005 one of my major initiatives was improved community policing and continued reductions in crime. Although Aurora was experiencing annual decreases in the number of shootings and murders, there was clearly a need to do more. In order to reinforce that crime reduction was a community issue for which everyone was responsible, we enlisted the assistance of community groups, faith-based organizations, and in fact, every city employee.

In order to establish "buy-in" from our employees, we challenged them to come up with creative solutions and tied city funds to the goals they established. To say they answered the challenge is an understatement.

As examples, our Public Works personnel established a goal to remove graffiti within eight hours of notification. Because the graffiti provided valuable intelligence to the police, personnel responsible for its removal photographed and emailed pictures of the graffiti to Gang Unit officers before removing it. Our Street Department employees made sure trees were trimmed and street lights were maintained. Not only did these initiatives shed more light in darkened neighborhoods, but they made the city more attractive. Taking this "Broken Windows" approach to the neighborhoods was a major contributing factor to the overall reduction of shootings and murders.

I am extremely proud of our accomplishments. Through the leadership of the police department, we have not only driven down shootings and murders, but all crime. Thanks to the dedicated work of the officers and support personnel, Aurora's overall image has improved as illustrated in a population increase of 38% from 2000 to 2010. Not only have tens of thousands of people chosen Aurora as their choice to raise a family but many businesses have either opened or relocated here. The future of the "City of Lights" could not be brighter.

Sincerely,

Thomas J. Weisner, Mayor