



Implementation management and operational model for the “BRONX” street



ABSTRACT

The city of Bogotá has shown different risk factors for a safe and healthy coexistence in "Bronx Street" located in Quadrant 6 (streets 9th - 10th, on 15-15 th), town Mártires, neighborhood Voto Nacional, its estimated population is 2,000 street dwellers. According to records, 80% of those who live there come from different cities of the country.

This area features various social phenomena consisting in drug use, distribution, crime, beggary and prostitution, highlighting the transport of drugs by minors, illegal possession of firearms, ammunition and explosives.

Due to the Circumstances, the Metropolitan Police of Bogotá and the Secretary of the District Government, have channeled a strict control of the phenomenology around actors and variables that contributed to the illegitimacy of this place, displaying a comprehensive strategy of the police service, aimed to focalize, visualize and attack the phenomenon of drug trafficking in minor quantities also known as "*micro-trafficking*"¹ representing a high level.

Operational results allowed the identification and arrest of 12 leaders of criminal structures and the dismantlement of 3 drug dealing networks.² Given a start to the intervention phase directed by the Ministry of Social Integration and Health district to strengthen the integrity and welfare of the inhabitants of the street³ and sector consumers accompanied by environmental recovery of the public space. This intervention helped reduce crime significantly and improve the quality of life, reflecting high levels of acceptance of healthy living standards, trust and a continuous support from the Police.

¹ Micro Trafficking: Traffic of small quantities of drugs for immediate sale to consumers or some enclosures dispensing and consumption.

² Called "hooks", these structures were called drug criminals: Homer Mosco and hose.

³ Group of people of all ages, sex, race and marital status, social condition, mental condition or trade, permanently living on the street for long periods of time establishing a close relationship with a strong sense of belonging and identity, making life street temporary or permanent option. Taken from Ruiz Javier Hernandez. Gamines, Institutions and Street Culture 1998. P23.



DESCRIPTION

A. Exploration

The Bronx is a depressed sector of Bogota, used for dealing and consuming drugs, including other criminal conducts, it has become the Achilles heel in the security plans and citizen coexistence directed by the District Administration, however, the current Commander of the Bogota Metropolitan Police⁴ with the support of the General Directorate of the National Police has sparked a fight against crime, the illegal market and sector micro trafficking.

This particular zone is located near institutions such as Congress, the Presidential Palace and the City Hall, was the result of the dismantlement of the urban neighborhood⁵ of Santa Ines, who for over 40 years housed the inhabitants of street and the main market for illicit drugs and criminal mafias, in 2002 gave way to what's currently known as *Third Millennium Park*. According to the historical memory of Bogota, in the Santa Ines (avenues 12-13 with 9th Street), became the first problematic called "el cartucho".

The Bronx provides a home to minors, which despite the significant progress the District Administration for their care and protection, continue as victims of illegality, especially in recruitment for prostitution and drug trafficking.

The responsibility for these circumstances inexorably drifts of institutions with the powers and competences that can recover and protect the development of childhood outside

⁴ Brigadier General Luis Eduardo Martínez Guzmán, Commander of the Bogota Metropolitan Police, 2013.

⁵ Urban Renewal Program for the recovery of the sector, where 602 properties were destroyed at a cost of 80,000 million pesos. Following the doctrine promulgated by LE CORBUSIER, who noted: "Principle 36: A basic knowledge of the main notions of hygiene enough to discern and discriminate clearly unhealthy islets. These islets should be demolished. We will have to exploit this to replace parks ... "(1989 [1957]: 72).



neuralgic spaces like the Bronx. Accordingly, children and adolescents found in this area is transgressed by a criminal component that violates the integrity and well-being, including the presence of persons engaged in manipulating children for illicit activities, approaching to other crimes , such as kidnapping and extortion.

Habitability in the street has been nurtured by the conditions of poverty in which many families in the city live, suffering from rising unemployment and other social problems to which they are exposed. These results in the absence of basic welfare conditions, starting from malnutrition and rapidly deteriorating physical and mental health associated with the consumption of psychoactive substances, in which the crack cocaine in combination with other substances is in daily use by a significant part of the population more than food.⁶

The consumption of narcotics is not the only priority for the street dwellers, to do so in the Bronx, is necessary to find a place in rent. The rooms of the residences and buildings with broken glass windows of plastic cutlery, smoked walls and smuggling crossed power cables, are rented to anyone wishing to use drugs.

In a room with only 2 square meters can live up to ten consumers who pay about \$ 2,000 pesos for the right to be there without being disturbed and other residents use these spaces for illegal weapons marketing. Everything has a price.

Prostitution seen as a profitable sexual practice, in the zone helped influence the drug addiction, forcing the use of any means to obtain the required dose, even if this will lead to paying with sexual favors to the retailers or anyone who can meet this need, highlighting

⁶ local administrations, the Colombian Institute of Family Welfare - ICBF, and the Institute for the Protection of Children and Youth IDIPRON, Social Integration Secretariat, the Ministry of Health, Family Commissioners, among others.



the vulnerability of children and adolescents abused by their physical and psychological weakness to engage permanently in illegal prostitution.

The strategies against illegal trade of firearms addressed by the police established a different relationship to the price, varying according to the type of weapon and criminal history (the less you have used it for illegal means, the higher the price will be). Currently there is a dispute between criminal groups associated to micro nicknamed "hooks", which use facades for weapons entering the sector, as well as storing large quantities of narcotics on premises near the Bronx, to avoid seizure operations directed by the police.

According to the constant intervention of the police and judicial investigation work, it was established that the criminal group "hook Homer" is disjointed. However, the hooks (Manguera, Masco, Morado, Nacional and America) took illegal control of the zone after the release of this.

The Hook Manguera and Mosco had the market power of illegal drugs and firearms, as well as 60% of the monopoly on slot machines achieving daily sales of up to \$ 50,000,000 million pesos, 40% was handled by administrators commercial premises, however the total machines were found not legally registered.

The receiving of stolen items, is a criminal dynamic concentrated on Bronx street, according to information provided by police units assigned to quadrant 6, the criminal chain starts when the inhabitants of the street passersby steal your personal items and vehicles mirrors, plates and all sorts of accessories, using this street as a way of hiding and what's stolen is traded for drugs or money, then buyers sell it at higher price in local auto parts surrounding this street or are said to be sold to alias "el patas" in this case



remains a reducer, he is located at 18 and 5 street, this man is the largest marketer of auto parts or mirrors known by the inhabitants of the zone.

Like this man there are several that do illegal trade with phones, laptops and tools, and other items with not a high demand in the market like footwear, wallets, clothes, handbags, accessories televisions, etc., Are offered for sale every Sunday as a sort of flea market, around Third Millennium park.

The main support of the criminal groups "hooks", comes from illegal drug trafficking among them are found crack cocaine and marijuana due to the increased in consumption. Cocaine, heroin, acid, opium, synthetic drug popper and is distributed in smaller quantities is left for external sale to people of all types of social class in the city. Prices in this illegal business vary by dose: marijuana: \$2.000 to \$5.000, crack: \$1.500 to \$2.000 and cocaine: \$5.000 to \$10.000.

Admission and transportation is done at night to evade the police reaction, using properties located in the vicinity as collection centers, which prevent the seizure of the drug, when they are surprised by the authority.

After viewing and analyzing the problem by a previous diagnosis developed in quadrant 6, Bogotá Metropolitan Police established an exploration to identify new and old data to build a targeted intervention strategy, displaying the following activities:

- Works in the with neighborhood and community approach the Bronx sector.
- Identification of commercial events (sale points, doorstep selling and street vendors).
- Individualization of human sources (informants).



- Census of the population potentially vulnerable.
- Previous identification of sell points
- Interagency coordination, especially political and administrative authorities.
- Encourage the complaint in the target population, promoting payments for information through the media.

B. Analysis

1. Intelligence for the police service in public safety

In this area were performed missionary spirits activities of the intelligence service, the first contextualize research inputs gave an accurate treatment to information, based on the following:

- Collection of information, recruitment sources and covert activities.
- Analysis of data collected through the electromagnetic spectrum.
- Identification of the criminal chain and related offenses (producer, distributor, marketer, money laundering and support structures).
- Characterization of the phenomenon in the Bronx.

2. Criminal investigation for public safety

Once assorted the preliminary data analysis, we proceeded to contextualize it in the Colombian regulatory framework, in order to begin a criminal story that allows the dismantlement of the structures that affect this area and remove all illegal connections they might have. This research methodology was based on the following steps:



- Criminological Analysis of the area of intervention, criminal mapping and targeting the problem, making a detailed study which shows the crime rate and high impact crimes presented with a context in the social-political environment of the community, leading to a detailed identification of other causes of the phenomenon.
- With criminological analysis and the acquired information the property used for the marketing was identified as well as the collection centers, property and goods acquired by the illegal organizations as a result of illegal activities.

With all the information consolidated, the criminal process began in coordination with the Attorney General's Office, in the month of May 2012 and proceeded to develop a methodological program with Attorney 30 BACRIM⁷, imparting orders for the criminal investigation, such as:

- Selective search in public databases and private.
- Interception of communications.
- Destination of undercover controlled deliveries.
- Surveillance and monitoring people and things (formal gathering images and audios.)
- Formalizing human sources (interviews and testimonials)
- Linking sources to the protection program for victims and witnesses
- Seizures of drugs and other illicit items That can serve as evidence
- Dismantlement of organizations.
- Judicial Inspections

⁷ BACRIM, contextualization for Colombian criminal structures outside the law, with incidence in the main regions affected by drug trafficking and other criminal activities.



- Assessment of the EMP and EF⁸ collected to generate criminal hypotheses and a timeline, determining the authors (material, intellectual and co-participants of the criminal conduct).
- Requests to competent prosecutor to sort records searches and seizures.
- Presentation to royal authority for termination to the right of ownership.

As previously referenced, the research work developed by the Judicial Police of the National Police, allowed the visualization of the organization's criminal structure "hooks" in the modality of "structured drug trafficking" ⁹ for the six (6) structures that affects the Bronx zone, however three (3) of the smaller criminal organizations do not have a security component, these services are paid to the main "hooks".

According to information provided by intelligence and other human sources of information shows how the functioning and structure of these criminal organizations "hooks" are very similar to each other, the most common roles are related as follows:

- **Head of the organization:** has complete control of the organization, supplies and provides financial resources for the acquisition of media properties, vehicles, firearms and narcotic substance, manages the budget and makes investments through other people to give the appearance of legality in the profit obtained.
- **Deputy Head of the organization:** tracks the performance of the organization in detail, follows closely the finances, supervises the payment to employees and bribes, monitors the acquisition, purchase and transportation of narcotic substance, makes contact with the head suppliers of firearms, ammunition and explosives.

⁸ EMP and EF correspond to the material evidence and physical evidence, they themselves are anything related to a criminal offense, which can serve to determine the truth in criminal proceedings (as part of the investigation).

⁹ makes a reference to criminal structures according to the scheduled meeting of a group of people who decide to form a criminal enterprise for the drug trade in small quantities. In it, the application builds an organizational model, forming a logistic component, roles, positions and responsibilities in order to promote and maximize profits, which also ensures the stability and protection of the territory and its members.



- **Head or manager of a specific territory:** in charge of the line manager, head of the war, skaters, accountant and ringers, has a detailed control of the sale of narcotics and receives bills from the managers of each line.
- **Line manager:** manages the sale and marketing of a particular narcotic substance (marijuana, cocaine, cocaine base, crack cocaine, heroin and synthetic drugs) controls that main sale points are always stocked with the substances, collects the money produced by these according to the report of the counter and orders the skaters to transport the narcotics.
- **Military leader:** responsible for management and control of the "sayayines" and the administration of arms, ammunition and explosives.
- **Accountant:** manages lockers, makes the balance of the merchandise for sale and to collect the money from the same, which is then delivered to the Line Manager.
- **Sayayines:** provide security to members of the organization and the area of influence, working in shifts of 24 hours, assigning them to complete their mission with: firearms, ammunition and explosives of different sizes and specifications depending on the power of the organization.
- **Box office:** responsible for sales of substance directly to consumers, providing 24-hour shifts, for which you receive a payment between \$ 80,000 and \$ 120,000 pesos depending on "the hook" for which it works, responsible for the goods and money is delivered to the counter.
- **Roller or skaters:** keeps assorted different sale and dealing points, collect the drugs in warehouses or storage points and moves them for storage.
- **Flies or ringers:** give notice of the presence of the authorities in a timely manner so that all illegal activity moves into the "hook" to be hidden before authorities enter the place.



C. Answer

For the definition of institutional tasks in the intervention strategy, Bogotá Metropolitan Police checked the problematic history of the Bronx, initially characterized by the uncontrolled movement and settlement of people, desegregation of culture and values congenital citizens, promotion of urban decay, poverty, abuse of children, women in vulnerable states and ultimately the increase and consumption of narcotics. Context which demanded the application of different socio-demographic studies, conducted by institutions engaged in immediate intervention to restore coexistence and citizen security. It also allowed the development of strategic actions to reduce the vulnerability¹⁰ of the community and street dwellers, demand of public space, reduction of crime and drug trafficking in the zone.

The purpose of the intervention is to impact the structured economic model for the sale of drugs (criminal organizations called "Hooks"), marketing of illegally distilled alcoholic beverages, dispersion and dissolution of imaginary boundaries between criminal gangs, dismantlement of gambling (slot machines) and control of recycling warehouses used for narcotics and weapons camouflage.

This way, the resources used in the intervention since phase II counted with the participation of more than 800 police units and 50 vehicles for support. However, at the end of phase III, the provision was 200 uniformed members of the different branches of the police service, 6 riot vehicles and 20 motorcycles.

¹⁰ That street dwellers have the same safeguards and rights as citizens, compared to favorable health conditions, improved nutrition, safe environments and detoxification immediate habitat and social inclusion.



In addition and prior to the implementation of the management model, it was necessary to develop inter-agency preventive education and psychosocial support to the inhabitants of the area,¹¹ since there were difficulties in the intervention, like the strength of the community and the street people to an urban change, with a rejection and apathy towards the police and Government Secretariat.

In addition to the developed actions and by the implementation of the National Community Policing Plan for Quadrants, it recovered public space with actions that had a contribution of around 2,000 participants, including police, firefighters and the Bogota Water Company, who performed ornamental and cleanup tasks of 55 properties; simultaneously the empowerment of the community regarding social integration, and a healthy way of life for every person and the security perception of the zone. Each phase of the process was subject of socialization and support by the Mayor of Bogota and police specialties,¹² avoiding the use of force (for prevention and NOT repression). Social impact was reflected in the media, which made a positive assessment of the absolute interest from the different institutions.

D. Evaluation

Under the Integral Plan for Citizen Security known as "Green Heart" plan, an intervention strategy was developed against drug trafficking in the Bronx, achieving social inclusion in the community, public space recovery and crime reduction. The approach and solidarity with the residents of the street, helped reflect the gratitude of the citizens, especially the

¹¹ In the accompanying stages for social inclusion of the inhabitants, Mobile Service Centers Drug Addicts CAMAD addressed by the Mayor of Bogotá makes a continuous part of the strategy.

¹² For this particular case, the action of the police service was conducted by the Child and Adolescent units, Intelligence, Judicial Police, PNVCC, GOES, ESMAD.



excluded community sector, eliminating communication gaps between the different institutions.

In previous attempts to recover the Bronx zone, no significant results were obtained compared to the problems of crime, micro trafficking, forced displacement and minimum conditions for subsistence, which led to an immediate reassessment in identifying precise objectives of actors and social involvement variables.

During the intervention phase in 2012, the police suffered a critical and painful time for the murder of a judicial investigator in the Bronx, conditions that led to the implementation of strategies to strengthen the fight against the phenomenon and its criminal tentacles.

After the intervention, it was achieved: 1,264 catches (flagrant - 822, court order - 442), seized 107 firearms, 1,572 million pesos recovered represented in different goods, recovery of 125 vehicles (75 cars - 50 motorcycles), seizure of 3.7 tons of drugs valued at \$2,210 million pesos. 5 properties occupied and presented 7 used for drug trafficking.

The action taken is a direct attack against the structures of drug trafficking in the zone, which led to the arrest of 12 leaders and the dismantlement of the Hooks Homer Mosco and Manguera, who significantly affect the integrity of the community, especially minors and women in vulnerable situations, used for the distribution of narcotics, the commission of other crimes and illegal actions against the police.

Within these highlights the arrest of Oscar Alcantara Gonzalez (06-03-2013), head of the criminal organization "Hook Mosco" arrested in Quito (Ecuador), with the collaboration of



the Panel of Ecuador ULCO¹³ Police and INTERPOL Cesar Gonzalez Diaz (06-03/2013) leader of the structure "Hook Homer" arrested in Bogotá, which were responsible for leading illegal activities relating to the marketing of narcotics in the Bronx, also shipping these substances to countries such as Ecuador, Peru, Costa Rica and Spain, and Rigoberto Arias Castrillón (21-04-2013), head of the structure "Manguera Hook" (had control of the Bronx after the capture of the leaders of the Hooks and Homer Mosco), who was intercepted in Venezuela thanks to the collaboration of the Panel of Police of Venezuela ONA,¹⁴ after a joint investigation with the Metropolitan Police of Bogotá.

In the deployment of the operational strategy of intervention, there was a significant reduction in crime in the entire city of Mártires, in the period from 01 June 2012 to April 30, 2013, murders went from 56 to 40 cases, reflecting a 28.6% reduction in the Bronx zone there was also a decreased of 73.3%, comparing 4 criminal actions during the intervention to 15 in the previous period.

Commercial bank robberies fell by 27% from 185 thefts to 135, a figure in which the Bronx provided a 5%. A similar behavior in home robberies, with 66 cases in the period before and intervention actions, achieving a total reduction of 34.8% (23 cases less).

Meanwhile, 44 thefts were reported to people in the Bronx, which in relation to the same period last year meant a reduction of 20% equivalent to 11 fewer cases. Overall, this area contributed 8% of the total theft of the town of Mártires and 18% to the jurisdiction of CAI Ricaurte.

¹³ Unit for Combating Organized Crime

¹⁴ Venezuela's National Anti-Drug Office



Although the Bronx did not register any vehicle or motorcycle theft, it highlights the decline of 46.3% and 38.4% respectively, which suffered these crimes in the town in the total cases, even in the previous period, the Bronx contributed 6% of such thefts. Currently there are no cases registered.

Moreover, about 750 Bronx residents were taken to different Social Integration centers IDIPRON¹⁵ where they received food, clothing, medical care and grooming, they were also given 38,680 refreshments 5,800 lunches and 2,000 servings of hot chocolate with bread in; addition, public bathroom service for the residents of the area. ¹⁶

Today prevention components are kept, and deterrence and intervention plans are implemented in order to maintain the results achieved, in coordination with the District Administration the intervention was established in favor of improving the human quality of people who frequent this area.

Therefore, it strengthens institutional work to consolidate the welfare and coexistence model that was previously biased paradigms of social exclusion, exploitation and immersion of the principles and values, entrenched for several years and spawned social resentment against the National Police.

The organization has directed the analysis of social conflict monitoring, based on dynamic intervention designs, assessment and police perspective, intelligence, research and coordination with institutions for the effective prosecution of criminal actors and projections to the anticipation of the phenomenon of micro trafficking and other crimes by

¹⁵ District Institute for the Protection of Children and Youth.

¹⁶ Taken on May 22, 2013 the newspaper El Tiempo, <http://www.eltiempo.com/noticias/calle-del-bronx?q=&ttagname=calle-del-bronx&pagina=3>



criminal structures that could plan the atomization of the problem in other parts of the city, the strategy is based on the following phases:

- **Phase I:** Criminological diagnosis and coordination.
- **Phase II:** Interventions (periodicity 15 days), through prevention activities (campaigns - video surveillance - census and advertising), deterrence (PNVCC-permanent device - plans - information) Intelligence and Research (coordination FNG - raids - records).
- **Phase III:** Disrupting networks (caught at all levels), recover public space (better environment) and psychosocial (consumer population)

Finally, Bogota Metropolitan Police and the Mayor, are intended to maintain and preserve the management and operational model through careful monitoring of its strategic platform against criminal actors, factors instigators of crime and its impact on social issues, most accomplished achievements that became visible in other periods of the intervention, for which it demands consistency and evaluation of response from the community, certifying the consolidation of coexistence and citizen security.

An example of this is the 100% reduction in the numbers of murders in the Bronx, so far this year 2013. Circumstances that positively strengthens the confidence of the community due to the actions and the deployed service by the National Police.

APÉNDICES

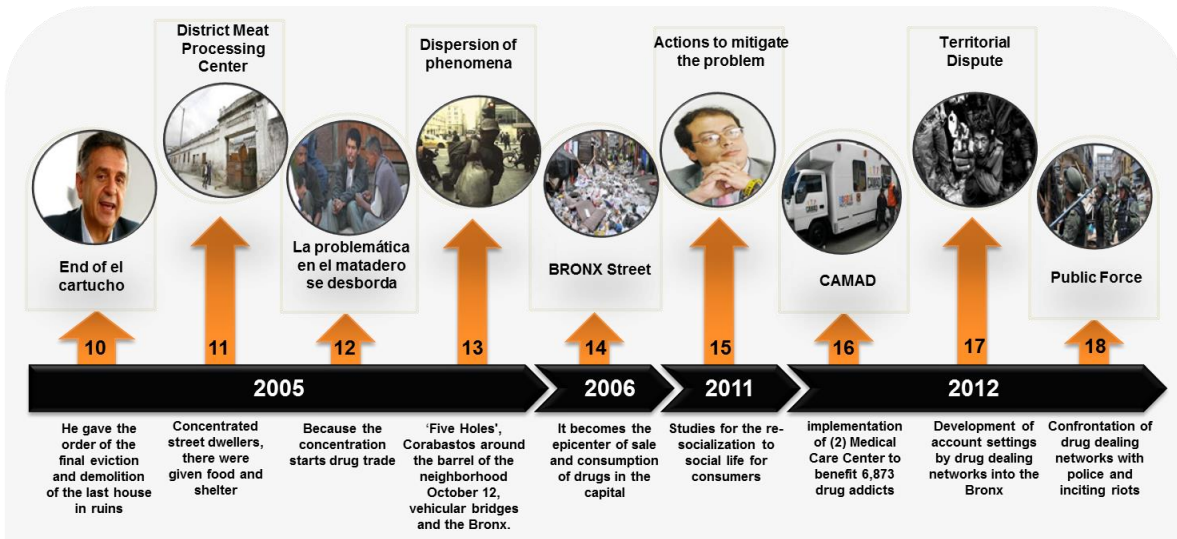
Image 1. Dereferencing the Bronx zone.



Source: Bogotá Metropolitan Police

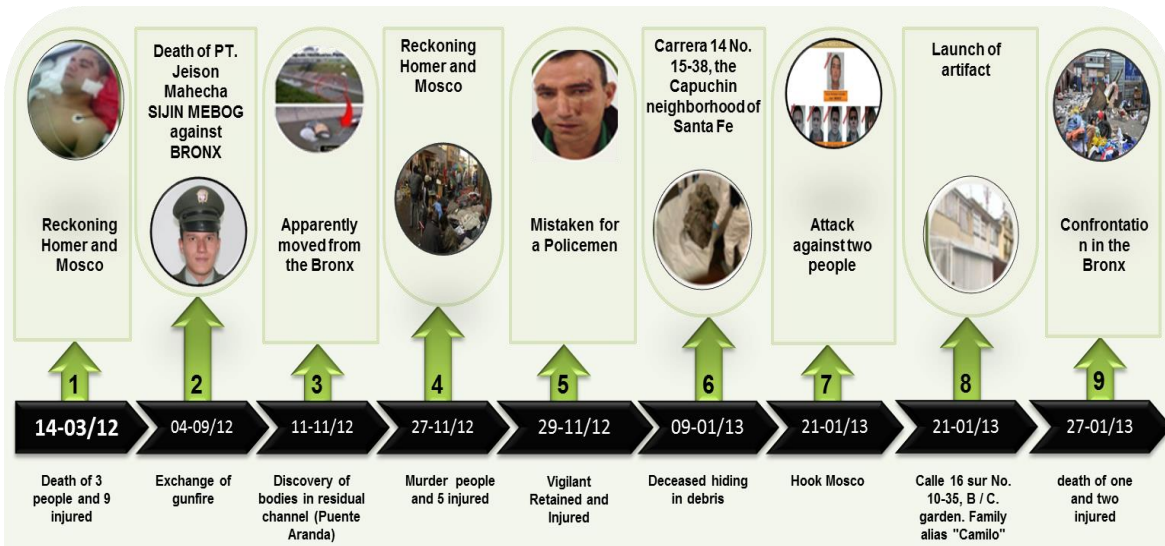
Image 2. Historical Memory





Source: Bogotá Metropolitan Police

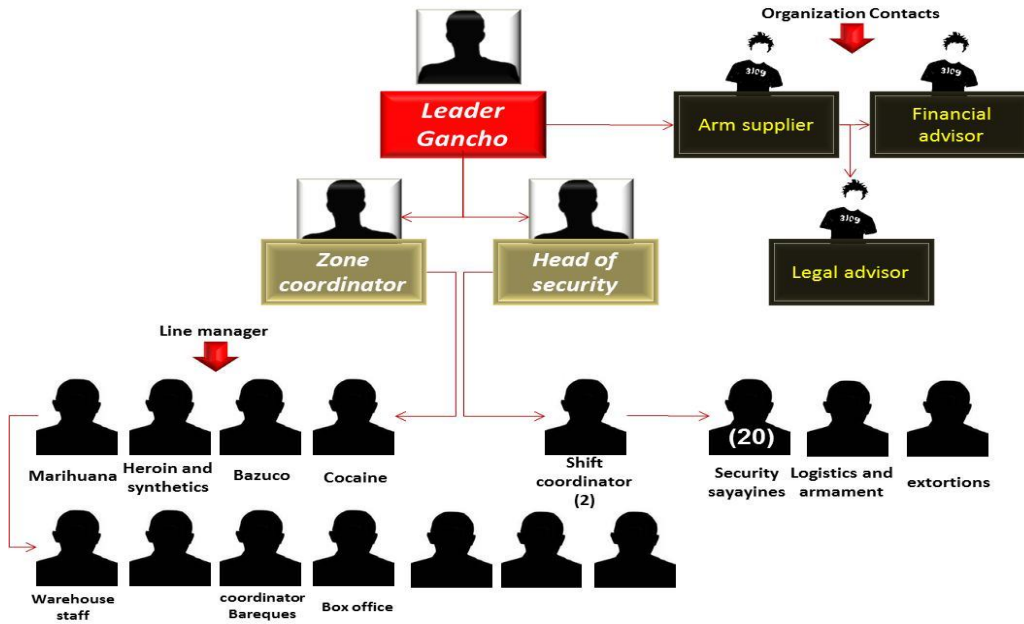
Image 3. Records of violent and operational actions in Bronx Street from 2012 to 2013.



Source: Bogotá Metropolitan Police



Image 4. Criminal Organization Structure "Hooks"



Source: Bogotá Metropolitan Police

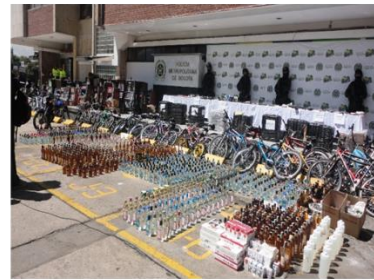
Image 5. Interagency Coordination





Image 6. Operational results in the area of the Bronx.

Captures	<ul style="list-style-type: none"> • Flagrant (822) • court order (442) 	1.264 Captures
Seizures arms	<ul style="list-style-type: none"> • Fire (107) 	180 Millions
Merchandise Seized-Recovered	<ul style="list-style-type: none"> • Elements (165) • Machines • Slot machines(620) 	1.572 Millions
Vehicles Recovered	<ul style="list-style-type: none"> • Cars (75) • Motorcycles (50) 	125 vehicles
Narcotics seized	3.7 Tons	2.210 Millions



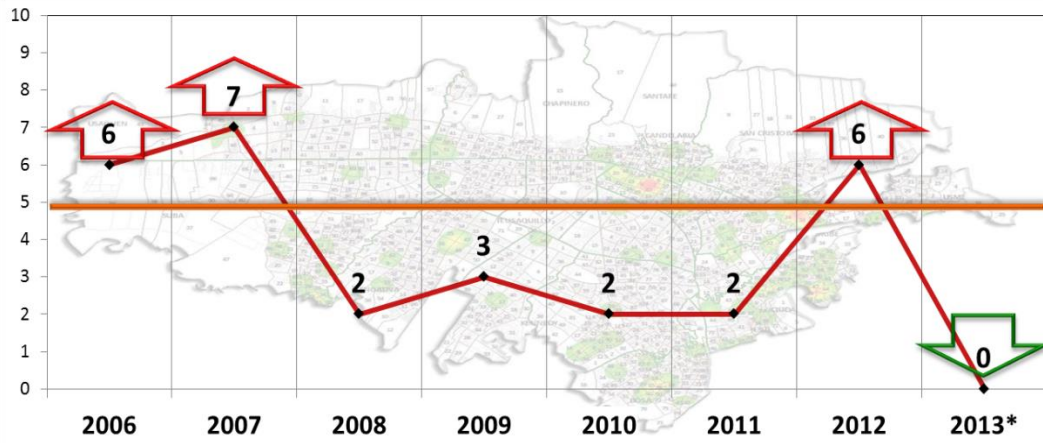
Source: Bogotá Metropolitan Police

Image 7. Dismantlement of criminal structures.



Source: Bogotá Metropolitan Police

Image 8. Homicide records Bronx Street.



* Information of 2013 from January 1st until May 21.
 Source: INMLCF and National Police, 22/05/2013, Information can be modified

Image 9. Phases of the Intervention Process



1

Before (coordination of pre-cleaning with Fireman and Water Bogota)



2

During (Development of health and ornament campaigns done simultaneously)



3

After (Installing a Police Service to preserve the work done)

Source: Bogotá Metropolitan Police

Image 10. Interaction with the police and the Bronx community





Source: Bogotá Metropolitan Police

Image 11. Accompaniment of the Mayor of Bogota and delegates from the Health Ministry and Government.



Source: Bogotá Metropolitan Police

Image 12. Activities developed during the intervention



Source: noticias.co.msn.com y www.semana.com

Image 13. Observation of the Minister of National Defense and the General Director of the National Police of the illegal firearms and drugs seized.



Source: Bogotá Metropolitan Police

Image 14. Visit from President of the Republic of Colombia, after the results achieved with the strategy implemented.



Source: www.elcolombiano.com

Image 15. Top news about the intervention in Bronx Street.



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