

## 2003 Herman Goldstein Award Submissi\*

### 1. SUMMARY: Miramar Police Department Hangin' With 5'0 Project

Centrally located in the heart of south Florida, the City of Miramar has been impacted by the negative effects of our area's population explosion since the mid 1990's. In response, our Police Department reorganized our Patrol Division in 2001 and strengthened our commitment to Community Policing.

In February 2001, the Community Policing Team (CPT) assigned to one of the City's most densely populated, higher crime areas implemented the first major problem solving / community policing initiative under the Department's new organizational structure. After **identifying** that crime statistics in their zone was disproportionately high in comparison to the City as a whole, the Team undertook an in-depth analysis of prior year crime statistics and met with key community stakeholders. Through their **analysis**, the Zone 4 CPT identified three distinct themes contributing to the areas increasing crime trends: a lack of positive youth activities; a lack of community cohesiveness; and, the existence of declining quality of life perceptions.

In **response** to these findings, the Zone 4 Team implemented a two-year, 3-phased project designed to reduce juvenile crime, improve community collaboration, and lay the groundwork for institutionalization of quality of life improvements. Included among the project's implementation strategies were: the provision of constructive activities for youth; collaboration among key community stakeholders; and, creation of a neighborhood quality of life improvement plan.

Successes **resulting** from the Hangin' with 5'0 Project include:

- Significant reductions in burglaries, thefts, and overall index crimes over a one-year period.
- Decreases in youth loitering and nuisance calls for service.
- Measurable improvements in police / juvenile relationships, juvenile community attachment and juvenile self-esteem.

- Increased resident interest in addressing additional aesthetic quality of life issues.
- Receipt of gun violence prevention and landscaping beautification grant funds, corporate contributions, and support from community-based partners.
- Donation of a vacant building for use as a year-round community-based youth organization program site and police workstation.

The overall success achieved through the Miramar Police Department's Zone 4 **Hangin' with 5'0** Project, is an outstanding example of the systematic implementation of problem oriented policing methodologies. Law enforcement agencies across the country could easily replicate the problem analysis and implementation methodologies utilized in this project to realize similar successes.

## 2003 Herman Goldstein Award Submission

### 2. DESCRIPTION:

#### A. Scanning

The Miramar Police Department began formally embracing the concept of Community Policing in 1995 through the COPS Universal Hiring and COPS MORE programs. In the late 1990's the Department established a Community Policing Unit and, also began training our officers, City officials and citizens in community policing. In January 2001, the Department fully embraced the concept of Community Policing through a planned re-organization implemented by our new Chief of Police.

Under the new organizational structure, our 143 sworn police commanders and officers were not only "assigned" to a zone, but they were also given "ownership" and "responsibility" for the quality of life within their zone. Under this plan, the officers and shift supervisors solicited the assistance of SRO's, code enforcement officers, school administrators, and merchants and citizens working and living in the zone to form the integral partnerships needed to identify problems and ensure that appropriate solutions are devised to address those problems.

In February 2001 the community policing team designated to serve in the City's Zone 4, met to review that zone's calendar year 2000 statistics. With approximately 10,000 persons residing in low-to-middle income high-rise apartments, condominium complexes, and single-family homes, this 2-square mile mixed use community comprises one of the City's most densely populated zones. After initially reviewing historical crime statistics and listening to numerous concerns voiced by residents at a town meeting, the Zone 4 officers determined that the area experienced marked increases in crime during the summer months. (See Bar Graphs in Analysis Techniques Section, p. 3 - 7)

Based on the results of their initial observations, the Zone 4 Team broadened their analysis of the problem by using the following methods: 1) soliciting additional community input via a series of homeowners' meetings at a number of the individual complexes and "neighborhoods" within the community; 2) interviewing apartment managers; 3) conducting interviews of residents via field contacts

on the streets; 4) conducting field interviews of youths at the local middle school and at the 2 neighborhood parks; and, 5) reviewing local and national studies and crime statistics.

During the three months of data collection and information analysis, the Zone 4 Team noted the following predominant issues:

- > The existence of unsupervised teenagers frequently "roaming around" and "hanging out" in the community (particularly in the summer and during school breaks).
- > The perception that kids didn't care about maintaining the quality of the community, which was often attributed to the transient nature of this predominantly rental community.
- > The perception of community disorganization, due to the lack of coordinated efforts among the various Home Owner's Associations.
- > The existence of negative quality of life issues related to the juvenile delinquency problem and other zone crime trends.
- > An inadequate relationship between the youth and police officers.
- > A lack of concentrated efforts toward addressing the needs of youth residing in the area.

The six identified issues were then combined and prioritized into three causally interrelated themes:

**Theme #1:** A lack of positive, structured activities and relationships for teenage youth (particularly during school breaks and the summer months), which may result from Theme #2 and may partially contribute to Theme #3.

**Theme #2:** A lack of community cohesiveness and a perception of resident apathy, which may partially contribute to Theme #1 and Theme #3.

**Theme #3:** The existence of declining quality of life perceptions partially attributed to Theme #1 and Theme #2.

Next, the Team reviewed several studies commissioned by the U.S. Department of Justice and the Florida Department of Juvenile Justice with an eye toward integrating select best practices in the solutions devised to address the Zone 4 problem. A series of meetings were also held with key Zone

members - including Police Officers, Code Enforcement Officers, merchants, apartment managers, homeowners, community-based organizations, and youth. Through this process, a proactive plan to systematically address all three themes emerged; and, goals and objectives were developed for a phased implementation plan involving three distinct target periods:

1. **Phase I Goal: Immediate Action** - Address the anticipated spike in crime during the upcoming summer months of June, July and August 2001.

Obj. 1: Reduce juvenile crime June - Aug. 2001 by 5% as compared to same period in 2000.

Obj. 2: Reduce total index crimes for June - Aug. 2001 by 5% as compared to same period in 2000.

2. **Phase II Goal: Short Term Response** - Improve juvenile community attachment, and coordination between HOA's over a six month to 1-year period.

Obj. 1: Hold a minimum of 6 meetings bringing together officers, city officials, community-based organizations, and adult community residents by June 2002.

Obj. 2: Establish measurable improvements in juvenile/police relationships between June 2001 and August 2002.

3. **Phase III Goal: Long-Term Response** - Lay the groundwork for community-wide institutionalization of zone improvements over a period of 1+ years.

Obj. 1: Improve quality of life issues for Zone residents as demonstrated by a 5% reduction in total index crimes between June 2001 and June 2002.

Obj. 2: Improve citywide inter-departmental and community-based cooperation to provide positive on-going activities for 100-150 teenage youth by June 2004.

#### **B. Analysis Techniques:**

As stated in the Project Selection narrative, several analysis techniques were employed to both identify the Zone's problem(s) and devise reasonable solutions. These methods are briefly summarized below:

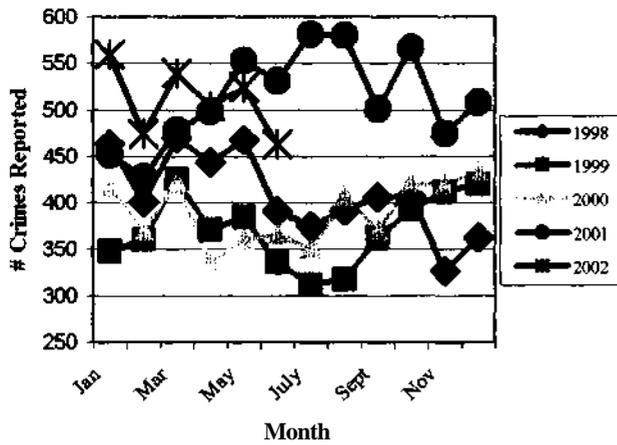
1. Citizen Contact & Surveys

At the outset of this project, Team members solicited community input through various citizen contact methods, including: 1) making field contacts; 2) holding an overall town meeting; and, 3) attending a series of individual homeowners' meetings.

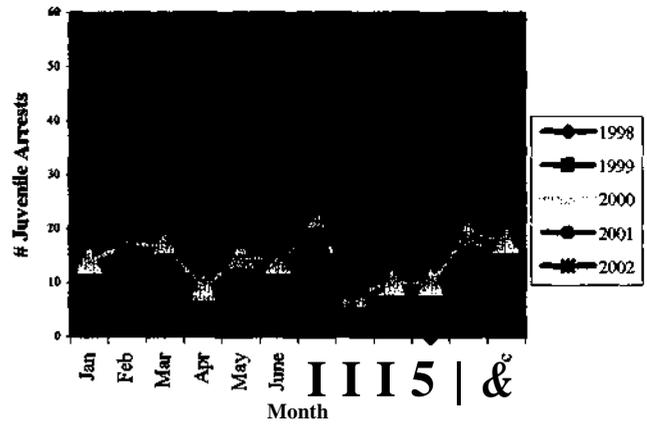
2. Line & Bar Graphs

While analyzing the historical crime data, the Team had to overcome an obstacle presented by the fact that the policing zones had been reconfigured twice to keep pace with the City's exploding population. In order to address the data inconsistencies resulting from the multiple zone reconfigurations, the Team opted to examine the City's overall crime trends for January 1998 - May 2001, and the specific Zone 4 Crime trends for January - May 2001. Consequently, the following line and bar graphs were created, as a part of an overall project presentation made for City Officials in late May 2001:

Total Crimes Reported Citywide

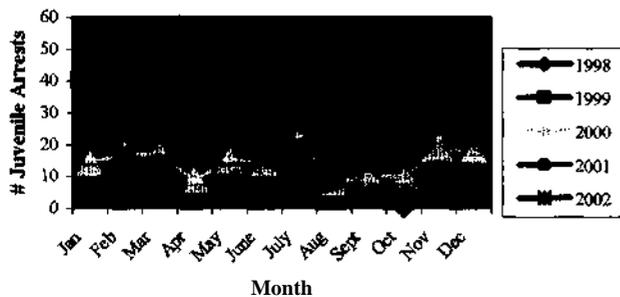


Total Juvenile Crimes Citywide



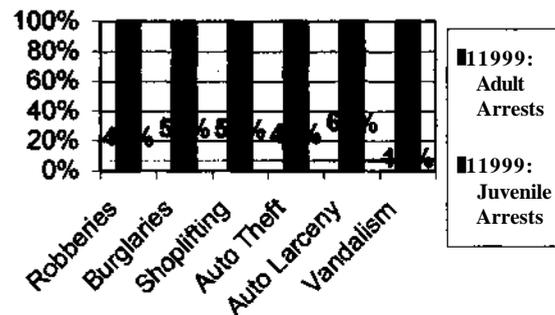
Total Juvenile Arrests Citywide

1998 - 2002

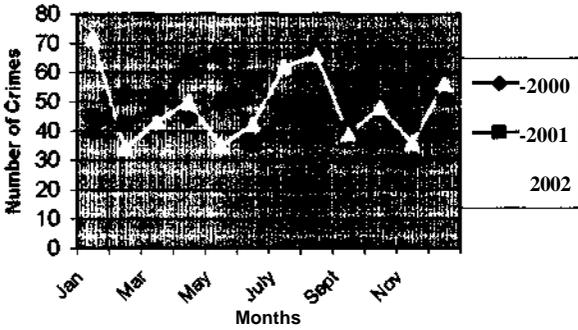


Total Juvenile Arrests as a Percentage of All Arrests

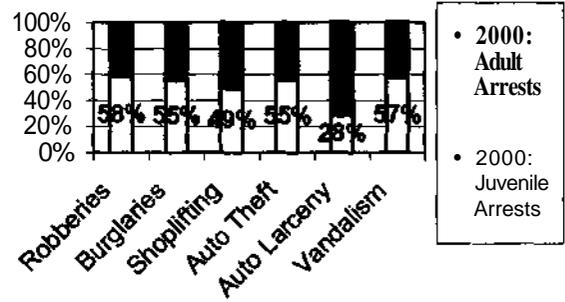
1999



Total Zone 4 Index Crimes  
2000 - 2002

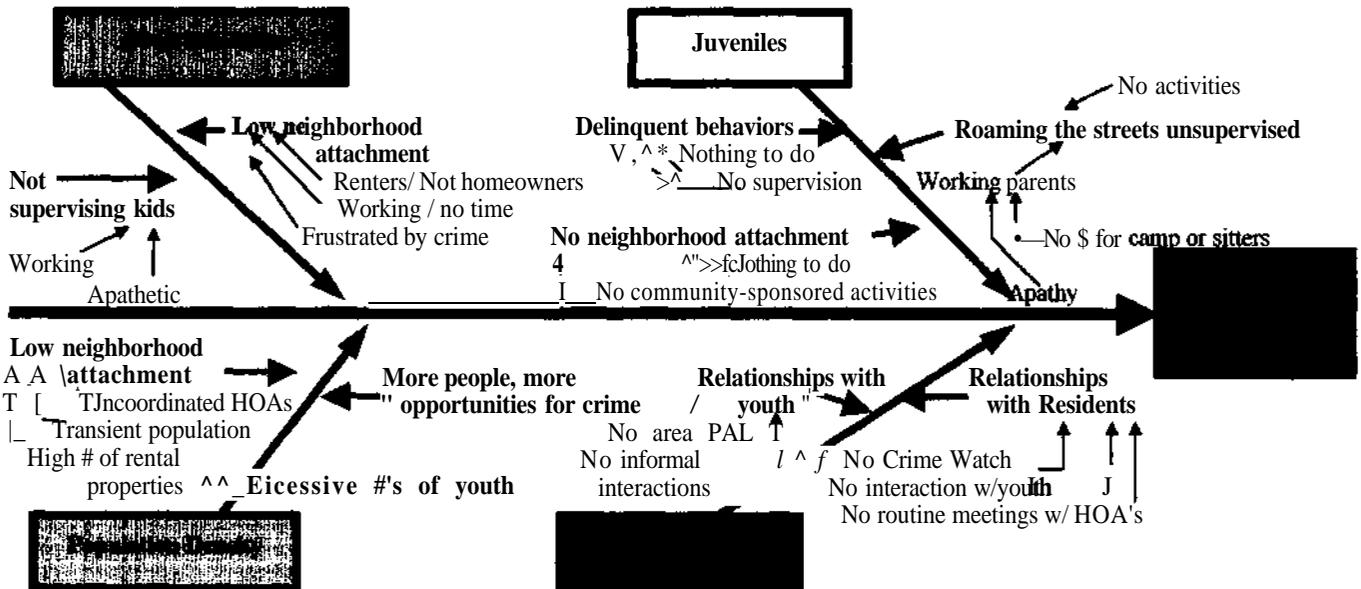


Total Juvenile Arrests as a Percentage of All Arrests  
2000



Close examination of the City's crime statistics since 1998 revealed that while adult violent crime arrests only grew by 2% during the four-year period, juvenile violent crime arrests more than doubled from 7% to 15% of all juvenile arrests. Recent statistics also indicated that while overall crime remained relatively constant, juvenile arrests "spiked" during the months of March/April, June/July and December. Not surprisingly, these "spikes" in juvenile arrests corresponded to months when youth had extended breaks from school. For example in 2000, Zone 4 averaged 7 - 8 auto thefts per month, however those numbers increased to 17 - 18 auto thefts per month during the summer of 2000. Likewise, although the availability of supervised after-school, holiday and summer recreation opportunities had increased throughout the City, arrest statistics did not reveal an appreciable decline in juvenile crime.

3. Cause & Effect Diagram



During the problem definition phase of the project, the Zone 4 team also brainstormed several possible factors contributing to the identified problem. And, through a series of meetings a consensus was reached that the "juvenile problem" was frequently noted as the central causal theme. Although the Zone 4 Team did not visually map out a Cause & Effect Diagram during the process, the diagram above represents a visualization of the causes and effects expressed through the Team's meetings and the analysis of the data and information that was collected.

#### 4. Examination of Published Research

After determining that juveniles were recurrent concerns impacting the 3 basic themes discovered in Zone, the Team assigned a subgroup to review literature published by both the US Department of Justice and the Florida Department of Juvenile Justice. Through their research, the Team found several studies that cited issues directly related to the problems being encountered in Zone 4. Specifically, some of the studies listed "risk factors" found to contribute to juvenile delinquency, including: the lack of positive activities for youth during the after school, evening and summer hours; the prevalence of low "neighborhood attachment" among youth; and, the perception of community disorganization. These studies also pointed out that at the same time that juvenile risk factors were increasing, many communities were simultaneously faced with having a limited number of programs that appeal to youth, were affordable, and were equipped to cope with youth exhibiting delinquent behaviors. The studies concluded that when combined, all of these factors were leading to communities filled with youth who have nothing to do and have no vested interest in their neighborhoods, resulting in such crimes as drug use, burglary, auto theft and criminal mischief. These studies were further validation of the phenomenon being experienced in Zone 4.

#### 5. After Action Reports

During the projects implementation phases, crime statistics and other qualitative data were collected for the purpose of analyzing the impact that the chosen solutions would have on the identified problems. Compilation of these reports included the use of such analysis techniques as: comparative

analysis of index crime statistics; development of line and bar graphs; and, summarization of written surveys completed by community youth and adult residents.

*C. Response:*

After thoroughly analyzing the problem, the Team then examined the benefits and drawbacks to several proposed solutions for addressing the rising crime statistics in Zone 4. These included:

1. Mandating stepped up patrols within the zone during extended school recess periods.
  - + Could aid in reducing property and other index crimes.
  - Temporary solution to a more complex problem.
  - Could shift loitering and other delinquent activities into neighboring communities.
2. Implementing aggressive juvenile sweeps designed at enforcing loitering, drug paraphernalia and other public nuisance related statutes.
  - + Could aid in reducing property crimes, and reducing juvenile related nuisance calls.
  - Could enrage parents/residents; could further alienate youth.
2. Establishing Community/Neighborhood Youth Crime Watch Club.
  - + Could aid in engaging youth in positive crime prevention activities and increase neighborhood attachment.
  - Police sponsored clubs currently exist at neighborhood schools and many of the community youth have not volunteered to participate.
  - Adult crime watch activities are not frequent or well organized.
3. Encouraging Community Services Department to increase age for participation in summer, spring and winter break program activities to include 13-17 year olds.
  - + Community Services Dept. has an established program at one of the community's parks and has the expertise for providing youth recreation.

- Community center has limited space and this option would create difficulties in adequately separating programming space between child daycare, youth camps and teen activities.
- Many parents in the community cannot afford the cost of the City's structured recreation camps.
- Parks & Recreation programs and youth counselors are not equipped to handle multiple youth exhibiting numerous juvenile delinquency risk factors.

4. Utilizing available statutes to hold parents accountable for criminal actions of their teens.

- + Could aid in reducing property and other index crimes.
- Could enrage and alienate parents/residents; statistics in other jurisdictions indicate that such interventions are marginally successful in dealing with habitual delinquents.

Thus, the solution that was ultimately chosen was a three phased plan for the zone that was designed to immediately reduce juvenile crime, begin to improve juvenile and adult community attachment, and develop a framework for long term sustainability of quality of life improvements in the zone. Due to the closely interrelated cause and effects comprising the Zone 4 crime problem, the Team felt that the selected solution had the most promise for realizing the greatest long-term results. The Team also realized that successful accomplishment of the goals developed under this plan (see Project Selection Section page 2) would take at least 1 - 2 years and would require buy in from City Officials, other City agencies, Community-Based Organizations, merchants and community residents. The 3-phased solution implementation plan dubbed "**Hangin' with 5'0**" is summarized below:

**Phase I: Summer (June, July, August) 2001**

> **Overall Goal - Address anticipated spike in crime attributed to unsupervised youth.**

•f **Primary Strategy:**

1. Get the word out to teens that delinquent behavior would not be tolerated while steering teens into positive activities.

2. Provide 11 - 17 year olds with constructive activities in an informal "drop-in" program environment.

Summary of Activities:

- 2-week intensive multi-shift Bicycle Patrol of identified areas where unsupervised youth congregate, loiter, commit burglaries and/or wreak "havoc" in communities. The purpose of this constant presence was to deter acts of delinquency and to non-threateningly mingle with youth to encourage them to "drop by" the Park to "hang out" with officers.
- 8-week informal program offered free of charge between 10 am - 5 pm at Lakeshore Park (the local teen hang out), providing youth with an opportunity to "hang-out" with police officers and youth counselors and engage in such activities as: bicycle rodeos, free style bike capabilities, video game tournaments, 2-3 person basketball tournaments, flag football tournaments, fishing lessons and board games.

Staffing:

The Police Department committed one full-time SRO to provide daily project site coordination and, the City's Community Services (Parks & Rec.) Department committed 2 junior and 2 senior counselors to assist with daily supervision of youth. Additionally, alternating daily schedules were devised for Community Police Team members from Zones 3, 4 and 5 to free them up to interact with the youth. Overall project management was assigned to the District 1 Patrol Captain.

Budget:

The Chief of Police committed \$28,000 in Law Enforcement Forfeiture Funds to cover project expenses including: rental of 2 project/activity trailers, counselor salaries and miscellaneous equipment.

Project Partners:

1. Miramar Community Services Dept. - Hired/trained counselors; donated recreation equipment
2. Miramar Building & Zoning Dept - Waived temporary use and other permit fees for activity portables
3. Walmart / Sams Club - Donated video game equipment; Snacks & Drinks

4. Premiere Beverage Co., Tropicana, Dominos & Antonio's Pizza - Donated food & drinks
5. Local Appliance Store - Donated a refrigerator

## **Phase II: June 2001 - August 2002**

### **> Overall Goal - Improve juvenile community attachment and overall community coordination.**

#### **•S Primary Strategies:**

1. Build upon the Hangin' with 5'0 summer project to continue bringing about improvements in juvenile/police relations; and,
2. Bring together officers, city officials, community-based organizations, and adult community residents to devise a neighborhood quality of life improvement plan.

#### **Summary of Activities:**

- Held a series of approximately 12 meetings with various community stakeholders and devised a plan to create long-term focused activities for teen-aged youth in the community.
- Funneled Hangin' with 5'0 program participants to Police sponsored Youth Crime Watch of America Clubs and Drug-Free Youth In Town Programs at the neighborhood middle and high schools during the 2001/2002 school year.
- Improved the 2002 Hanging with 5'0 Summer Program (year 2) by: replacing youth counselors with 6 - 8 SRO's for consistent daily program oversight; implementing daily instruction/activities from the Boy Scouts *Learning For Life*, Life Skills curriculum; offering fun, educational and swimming field trips; and, providing athletic based team and confidence building exercises.

#### **Project Partners:**

1. Miramar Community Services Dept. - Provision of recreation expertise and guidance
2. Miramar Building Dept. - Planning and Bldg. permitting assistance
3. Miramar Code Enforcement Division - Assistance with community contacts
4. Miramar Walmart / Sams Club - Provision of supplies & materials

5. Elementary, Middle & High School Principals - Provision of youth expertise
6. Apartment Complex Owners and Managers - Served as project partners; and, donated a vacant building
7. ASPIRA of Broward, Inc. (Community Latino Youth Organization) - provided minority youth expertise and counseling.

### **Phase III: June 2002 - June 2004**

**> Overall Goal - Develop a community framework capable of continuing quality of life improvements in Zone.**

#### ***S Primary Strategies:***

1. Bring together officers, city officials, community-based organizations, and adult community residents to implement the neighborhood quality of life improvement plan.
2. Continue to bring about improvements in juvenile/police relations, by building upon Hangin' with 5'0 summer project.
3. Provide opportunities for businesses to become involved in the community.

#### ***Summary of Activities:***

- Identified an approx. 2,000 sqft. vacant building at the outer perimeter of a community apartment complex; and, utilized City Code Enforcement contacts to negotiate with owner to utilize the building for youth and community related activities.
- Utilized City Building & Zoning Department to design space and issue renovation permits at no cost; and, to solicit renovation assistance from large commercial homebuilders constructing new housing developments in our City.
- Allocated space in the building for: (1) office and program space for ASPIRA, Inc.; (2) a police desk/ "substation"; and, (3) community "flex" meeting/activity space.

- Assisted residents to identify other community issues that negatively impacted quality of life (such as neighborhood lighting, code enforcement violations, crumbling sidewalks, etc.) and presented this information to City officials and local electric utility company for assistance.
- Wrote two grants for funding to provide delinquency and gun violence prevention activities for the community; and, co-sponsored landscaping grants to improve neighborhood aesthetics.

**Project Partners:**

1. Miramar Community Services Dept. - Recreation expertise guidance and landscaping grant assistance
2. Miramar Building Dept. - Planning and Bldg. permitting assistance
3. Miramar Code Enforcement Dept. - Assistance with making community contacts
4. Miramar Walmart / Sams Club - Provision of supplies & materials
5. Elementary, Middle & High School Principals - Provision of youth expertise
6. Apartment Complex Owners and Managers - Project partners; donation of a vacant building
7. ASPIRA of Broward, Inc. (Community Latino Youth Organization) - minority youth expertise and counseling.
8. Minto & G.L. Homes - Building remodeling assistance

**D. Assessment:**

In August 2001 and August 2002, the Team developed written reports detailing the status of Phases I and II of the Zone 4 project. Highlights from the results detailed in these reports include:

**Phase I: Summer 2001**

**Successes**

1. Bike Patrol officers foiled a strong-arm robbery and arrested a suspect; identified locations where juveniles were loitering; made contacts with over 50 youth; promoted the 5'0 Program; and, made several marijuana possession arrests.

2. Hanging with 5'0 attracted 34 "registered" youth to the program in 2001, and had an average daily attendance of 24.
3. Zone 4 burglaries for June 2001 decreased by in 77% over June 2000 totals and, by 85% over May 2001.
4. Total Zone 4 index crimes decreased by 24% (from 164 to 127) over the same period in 2000.

### Recommendations

- f Change 5'0 hours to 11 am - 2 pm (demonstrated peak hours) and implement an early evening athletic league when the outdoor temperature is cooler.
- S Replace Youth Counselors with full-time police officers.
- S Include more structured activities.

### Unanticipated Benefit

- & Donations and support from project partners resulted in the summer program costing \$7,500 less than originally budgeted.

## **Phase II: June 2001 - August 2002**

### Successes

1. 12<sup>+</sup> formal and informal meetings of various community stakeholders were held resulting in the decision to renovate a vacant building into a multi-purpose community mini-facility.
2. Homeowners and apartment managers reported a decrease in youth loitering.
3. Hanging with 5'0 attracted 155 "registered" youth to the program in 2002, and had an average daily attendance of 45.
4. Zone 4 thefts decreased by 50% for the month of June 2002 as compared to June 2001.
5. Zone 4 residential burglaries decreased by 33%, and thefts decreased 46% for the month of July 2002 as compared to July 2001.
6. Zone 4 auto thefts and bike thefts decreased 100% for the month of July 2002 as compared to July 2001.

7. Zone 4 total index crimes reduced by 8% between June 2001 and June 2002.
8. Police / juvenile relationships, juvenile community attachment, and juvenile self-esteem improved as demonstrated by the following 2002 Hangin' with 5'0 participant survey results:

<b>Survey Questions answered by 50 youth</b>	<b>Survey Results</b>	
(1= very negative / 10 = very positive)	<b>Pre-Survey</b>	<b>Post-Survey</b>
1. On a scale of 1 - 10 do you like police officers?	<b>8.8</b>	<b>9.1</b>
2. On a scale of 1 - 10 do you trust police officers?	<b>8.9</b>	<b>9.4</b>
3. On a scale of 1 - 10 how would you rate your self-esteem?	<b>8.7</b>	<b>9.2</b>
4. On a scale of 1 - 10 how would you rate the Hangin' with 5'0 life-learning lessons?	N/A	<b>9.3</b>
	Yes	No
5. Have you been involved in a community program before?	<b>32%</b>	<b>68%</b>
6. Would you be more likely to be involved in a community program after participating in Hangin' With 5'0?	<b>89%</b>	<b>11%</b>

9. Community residents reported positive quality of life improvements as demonstrated by the following random door-to-door resident survey:

<b>Survey Questions</b>	<b>Survey Results</b>	
(1= very negative / 10 = very positive)	<b>Pre-Survey</b>	<b>Post-Survey</b>
1. How long have you lived in the community?	Average 5 years	
2. How would you rate the overall service of the Miramar Police Department?	N/A	8.27
	Yes	No
3. Were you aware of the Summer Youth Diversionary Program the Police Dept. hosted in the community?	90%	<b>10%</b>
4. Did you see a decrease in youth roaming about the community during the summer program hours (10 am - 3pm)?	69%	<b>31%</b>
5. Do you feel this type of program had an impact on the daytime crime in the community?	72%	<b>28%</b>
6. Do you feel that this type of program should be continued next year?	100%	<b>0%</b>

**Recommendations**

- S Look for grants and innovative funding sources to sustain program in years to come.

**Unanticipated Benefits**

- & Greatly improved interdepartmental relationships and cooperation among City Departments.
- & Approximately 83% of residents polled rated Police Service as good - excellent.

\*& Community residents demonstrated increased interest in addressing additional aesthetic quality of life issues.

### **Phases I - III: Overall Assessment and Efforts toward Institutionalization:**

The purpose of Phases I and II of the project were to form the foundation for long term changes within the Zone; while, the primary goal of Phase III was to make the transition toward community wide ownership of the quality of life improvements jump-started by the Zone 4 Team. Highlights of the on-going institutionalization process include:

#### **Current & Anticipated Improvements:**

- Secured a permanent site for community-based youth activities and a police workstation presence. This site can also be used for continuation of the Hangin' with 5'0 program. Completion of renovations projected for December 2003.
- Committed SRO's to staff the 5'0 program during the summer months when school is recessed.
- Developed positive relationships with major corporations located within the City.
- Positively impacted youth community attachment by steering youth to participate in police sponsored school-based Youth Crime Watch Clubs, Drug Free Youth in Town Clubs and Police Explorers Program.
- Collaborated with the City's Public Works Department to replace the 1.5 mile walking path circling the community.
- Upgraded community landscaping via a grant collaboration with the Community Services Department.
- Recently awarded 2002 Project Safe Neighborhoods grant funding will be used to help provide positive leisure time activities for youth and multi-generational gun violence prevention education.

Departmental Adoption of Quality Principles & Adaptability to Outside Agencies:

The Community Policing Consortium asserts that "problem solving and community partnerships are the key components to community policing." The Consortium further asserts that community policing offers a way for law enforcement to help develop strong, self-sufficient, re-energized communities - an essential step in creating an atmosphere where serious crime will not flourish." Thus, the Miramar Police Department has recognized the Hangin' with 5'0 Project, spearheaded by Zone 4 Community Policing Team, as an outstanding example of how systematic implementation of the basic tenants of problem oriented policing can strengthen a community. The successes developed through this project have been well documented by the Zone 4 Team and have received recognition from residents, City Officials and the local media.

3. REFERENCE LIST:

- 3.1. Center for the Study and Prevention of Violence. University of Colorado at Bolder / Blueprint Project. Children At Risk (CAR) Program. 2000.
- 3.2. Clark R. Defining Police Strategies: Problem Solving, Problem-Oriented Policing and Community-Oriented Policing (From Problem-Oriented Policing: Crime-Specific Problems Critical Issues and Making POP Work, P 315-329, 1998, T. O'Connor Shelley and A.C. Grant, eds.). 1998.
- 3.3. Community Policing Consortium Curricula. Module Three: Community Policing Problem-Solving. Taking a Problem-Solving Approach to Tackling Crime, Fear and Disorder.
- 3.4. Dettmeier, TN and Brown L.P. Developing a Neighborhood-oriented Policing Style (From Community Policing: Rhetoric or Reality, P 121~134, JR Greene and SD Mastrofski, eds.). 1988.
- 3.5. Florida Department of Juvenile Justice.
  - 3.5.1. Fiscal Year 2000 - 2001 Delinquency Prevention Plan.
  - 3.5.2. Key Juvenile Crime Trends & Conditions. 2001.
- 3.6. National Institute of Justice. Police-Community Initiatives for Effective Law Enforcement in Rural Communities Project: Youth Supplemental Survey. 1999.
- 3.7. Terrence, R. Strategic Approaches to Community Safety Initiative: Youth Violence in Winston-Salem/Forsyth County, North Carolina: Final Report, Summary of Research 1997-1998. 2000.

3.8. Schumacher, M. and Kurz, G. The 8% Solution: Preventing Serious, Repeat Juvenile Crime. 1999.

3.9. Scott, M. Disorderly Youth in Public Places. 2001.

#### **4. AGENCY AND OFFICER INFORMATION:**

4.1. This problem-solving project was initiated at the Patrol Community Policing Team Level in one geographical patrol zone of the City. The entire initiative was spearheaded by 7 community police officers, 1 sergeant and 1 division captain. However, 6 - 8 SRO's and other community police officers, detectives and code enforcement officers assisted during the 2-year implementation process.

4.2. Yes, the entire Police Department personnel - sworn and non sworn - along with the City Manager, City Commissioners, City Department Directors, and community leaders were formally trained in community policing through our Regional community Policing Institute.

4.3. No, additional incentives were not given to police officers who engaged in problem solving. However, after this initiative, the Zone 4 Team was nominated for the Department's Community Policing Team Award in 2002.

4.4. In completing this project, officers relied on the RCPI Community Policing Training they received and consulted literature published by the Florida Department of Juvenile Justice, the Community Policing Consortium and The National Institute of Justice. The officers also reviewed the processes undertaken and results achieved by our Department under a 1997 Problem Solving Partnership Grant awarded through the USDO J Cops Office.

4.5. There were not necessarily problems with the problem-oriented policing model, however some minor obstacles were encountered in implementing the model. These include:

- > Initial suspicion of youth and residents during the problem identification and analysis phase regarding "real purpose" of "heightened" patrols and attention given to the neighborhood.

- > Difficulty in comparing historical crime trends and analyzing zone data since geographical zones had been re-configured at least twice within the 4 year period leading up to the project's initiation.
- > Difficulty in conducting face-to-face resident surveys due to resident apathy, fear of being seen talking to police, and transient nature of the neighborhood.
- > Unanticipated length and complexity of the negotiations between the various attorneys and staff of the property owners and the City to secure use of the vacant building as combination sub-station / community multi-purpose facility.

4.6. In year one of the project, the Police Chief committed \$28,000 in Law Enforcement forfeiture funds to implement the initiative. However through the tenacity of the officers and the generosity of the project partners (as outline on pages 9-12), the project goals were achieved using only 75% of the allocated budget. In year two, project expenses were reduced in the following ways: 1) utilizing SRO's to supervise the summer portion of the project, thereby significantly reducing the personnel related costs; 2) obtaining business support for donation of materials, supplies and labor; 3) waiving of municipal permitting fees; and, 4) seeking grant funding for project expansion and sustainability.

**4.7. Contact Information;**

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# Summer camp's fun is arresting

Miramar children, police hang out

BY EILEEN SOLER

Special to The Herald

Summer vacation in Miramar is exciting for Kellie Watson, 10, because she gets to hang out with the police.

"We're going to a crime lab soon," Kellie said with eyes wide and smile stretched cheek to cheek.

Kellie's friend Ashley Williams, 10, is so thrilled that she gets shivers when she thinks about a scheduled visit to the Broward County jail.

"I know I'll be scared when the bars lock behind me, but I just can't wait to see something that I never saw before — and I'll never see again," Ashley said.

Kellie and Ashley are two of nearly 140 Miramar kids ages 11 to 16 who eagerly enrolled in the Miramar Police Department's summerlong day camp, Hangin' With 6-O, which started last week.

Based in a modest trailer at Lakeshore Park, 8501 Sherman Cir., the camp provides free summer fun and



**ON CAREER CHOICES:** U.S. Army Sgt. Benjamin Water speaks to children from Miramar Police Department's summer camp.

learning experiences, said camp director Sgt. Pete Bermudez, leader of the police department's corps of nine school resource officers, or SROs, who are the camp's counselors.

"A big focus of Hangin' With 5-0 is to help kids learn about careers, build good relationships with police and do a lot of activities that build each child's self-esteem and confidence," Bermudez said.

The program, paid for by the department's youth services budget, is



PHOTOS BY EILEEN SOLER/FOR THE HERALD

**PLAYING IT STRAIGHT:** Miramar police officers Edgar Gallardo, left, and Nate Nielson, center, play dominoes with Ibukun Udowu, and Francisco Obando, right.

based primarily on the Boy Scouts' Life Learning Program. Interspersed with board game tournaments, sports challenges, free lunches and swimming is a curriculum of mini-seminars on manners, decision-making, strategies for the world of work, and finding a personal direction in life.

Career opportunities in law enforcement will be emphasized with outings to the county jail and courthouse; Florida's environment will be examined via airboat rides through the Everglades; and kids will take an up-close look at local history at the Seminole Tribal Village in Holly-

wood.

Bermudez said each day at Lakeshore ends at 3 p.m. but picks up again 6 p.m. at Miramar High School, where kids concentrate on sports like football, track, soccer and dance. Camp closes at 8 p.m.

Mercades Daniel, 11, said she gets a kick out of Hangin' With 5-0 camp because she and friends get together every day for something new and to challenge the police in a multitude of games. "They're great with board games because they're adults, but at video games? No one can ever beat us kids," Mercades said.

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# The RESOURCEER

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Summer 2002 Issue

## Schools Welcome Officers

The youth of our community, and our country, are our future. The Miramar Police Department's Youth Services Unit has stepped up to meet the challenges presented by providing youth-oriented services. The Youth Services Unit operates as a team, and is excited about the opportunity to have a hand in molding, guiding, and developing the children to become leaders and productive members of society. The Chief of Police, Melvin D. Standley, is an advocate of youth-oriented programs. He has provided financial support through use of the Law Enforcement Trust Fund (LETF). Chief Standley has given over \$70,000.00 to fund programs at the city's seven elementary schools, one middle school, and one high school. This helps support the after-school tutorial, family literacy, band, cheerleading, pep squad, and a host of other educational, social, civic, athletic, and crime prevention programs and activities. He has also assigned a full-time School Resource Officer (SRO) to every public school in the city. Miramar is the first city in Broward County, FL to accomplish this. The SROs have been outfitted with attention attracting vehicles that all of the schools rave about-Ford Sport Tracs with distinctive graphics. The Chiefs vision set the stage, and the officers are enthusiastic about doing their part to make it happen.

The Youth Services team has a simple mission and high expectations. The Youth Services Unit's Mission Statement: *"// will be the mission of the Youth Services Team to have a positive impact on the youth of our community. We will achieve this by functioning as a team and we will implement both established and innovative programs."* The Team has not ventured away from established programs, such as D.A.R.E. and S.A.D.D., but they are also willing to attempt new ideas.



MIRAMAR, FLORIDA  
POLICE DEPARTMENT  
YOUTH SERVICES UNIT

They have implemented other programs, namely Drug Free Youth in Town (D-FY-IT), Kids and the Power of Work (KAPOW), Swim Central, and Eddie Eagle Gun Safety. The Youth Services team has also implemented a Police Athletic League (PAL) at every school after dismissal. When there is a need identified, the team finds a way to fill it!

In 2001 the Police Department's Patrol Division and Youth Services Unit, the City's Community Services Department, and local businesses have teamed together to establish the "Hangin' with 5-0" program. This is a juvenile diversionary program offered during the summer months that has been a remarkable success. It won the hearts of both the community and children alike. As a response to the issues of an increase in crime and a perceived decrease in the quality of life during the summer, the Miramar Police Department adopted a strategy that combines assertive pro-active policing with a positive attitude that will make a difference." The program teams cops with kids at a local city park. The Police Department leased two trailers and hosted video game tournaments, board games, airjunch program, basketball, football and also

provided mentoring sessions. This was augmented with extensive bike patrols. The result was a decrease from the previous year in summertime crime, and an increase in satisfaction from parents and residents alike.

One of the programs sponsored by the Miramar Police Department is Youth Crime Watch. Recently, at its annual conference in Orlando, FL the "Youth Crime Watch of America" recognized the Department as the Law Enforcement Organization of the Year for 2002.

Never satisfied with the status quo, the Youth Services Unit is developing a program that has been named the "On Track" Program. This will be a long-term effort to determine what effect these programs have had, and to identify successes and track problem youth. This program is in its infancy, but it has already identified the need for a mentoring and active counseling program. The members of the Youth Services Unit are up to the task and are anticipating the challenge of having a positive impact.

It is clear to see that the Miramar Police Department is moving toward its vision of the future. There is a need to create a positive and successful environment in the community to nurture the youth of the city. Considering the alternatives, do we really have a choice? The answer is clear, and that is why the Miramar Police Department has made a conscious effort to address youth-related issues. The extent of the commitment will be demonstrated by the results of the future.

Written by:  
Eileen Soler  
For The Herald

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## **MIRAMAR**

### **POLICE SUMMER CAMP ACCEPTING REGISTRATIONS**

The Miramar Police Department is accepting registrations now for the Hanging with Five-O free summer camp program, set to begin June 15 for children ages 11 to 15. Forms can be picked up at all Miramar elementary schools and Henry D. Perry Middle School. The program is limited to 60 children.

Under the direction of Miramar's 10 school resource officers, children will be treated to swimming twice a week, free lunch every day, field trips, indoor games, and outdoor athletic activities.

## **MIRAMAR**

### **CHAMBER RAFFLE**