



An Evaluation of
The City of Lauderdale
Community Model Crime
Reduction and Drug Abuse
Prevention Initiative

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STATE OF FLORIDA
DEPARTMENT OF COMMUNITY AFFAIRS

Bureau of Community Assistance
Criminal Justice Section

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The conclusions and opinions expressed in this report are those of the Florida State University, Institute for Health and Human Services Research, and do not necessarily represent those of the State of Florida, Bureau of Community Assistance, Division of Housing and Community Development, Department of Community Affairs, the U.S. Department of Justice Assistance or any other agency of the state or federal government.

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CITY OF LAUDERHILL

Community Model Crime Reduction and Drug Abuse Prevention Initiative

THE COMMUNITY

The city of Lauderhill, with a population of 49,708 residents, is located in the geographic center of Broward County. Lauderhill is a rapidly growing city, which has seen many changes in its population in recent years.

The ethnic composition of Broward County is 74.9 percent Caucasian, 15.4 percent African-American, and 8.6 percent Hispanic. Lauderhill has an ethnic composition of 58.6 percent Caucasian, 38.5 percent African-American, and 6.8 percent Hispanic. The percentage of African-Americans in Lauderhill is higher than Broward County and the state of Florida (13.6 percent).

The median age for residents of Lauderhill is 35.3 years, although the African-American population is significantly younger (median age 26.2 years) than the Caucasian population (median age 49.7 years). The age group with the largest population is the 25 to 44 year-old group which comprises 32.8 percent of the population in Lauderhill. The under 18 year-old group comprises 22.2 percent of the total.

The number of Caucasian households in Lauderhill with children under 18 years of age is 11.6 percent; the African-American households with children under 18 years of age is 48.1 percent. The African-American households headed by females without a husband and with children 18 years old or younger is 20.5 percent. This percentage contrasts greatly with the number of Caucasian households headed by females with dependent children (1.9 percent). Census data estimates that 15.8 percent of Broward County residents are foreign born. Lauderhill reports 23.6 percent of its residents are foreign born.

Citizens of Lauderhill are fairly well educated, with 79.2 percent having a high school education and 19 percent having a baccalaureate degree or better. The educational level in Lauderhill is slightly higher than in Broward County, as a whole, since 76.8 percent of the population in the county have a high school education.

The per capita income for the population of Lauderhill is \$11,364; the median income per household is \$21,179. Only 5.5 percent of households are below the poverty level. This is considerably lower than the county as a whole (10.2 percent) or for the the United States (10.7 percent).

Lauderhill has 61.8 percent of its adult citizens in the work force, with females representing 55.4 percent of the employed. Census data reports the unemployment rate as 5.6 percent, slightly higher than the rate reported for Broward County (5.4 percent).

PROJECT DESCRIPTION

The city of Lauderhill requested funds from the Department of Community Affairs (DCA), Bureau of Public Community Assistance for a grant period beginning February 1, 1991. The request was a subgrant application for Anti-drug Abuse Act funds.

The initial project was titled Community Model Crime Reduction and Drug Abuse Prevention. The proposed project would develop a "model" neighborhood crime reduction and drug abuse prevention program in Census Tract 603, an area immediately surrounding city hall in roughly the center of town. The target area was considered a "crime corridor" that had experienced substantial increases in drug sales and abuse and related crime problems during the five years prior to the grant application. This area had experienced an influx of immigrants from the Caribbean Basin, specifically West Indians from Jamaica and Haiti, a situation that had created cultural gaps between different citizen groups.

A primary goal of the Community Model project was to significantly reduce the drug-related crime rate in the target neighborhoods, specifically Census Tract 603 and adjacent residential areas. Secondary goals were 1) to sustain an intensive level of citizen involvement in the target neighborhoods, 2) to demonstrate an enhanced level of citizen pride in the target neighborhoods, and 3) to demonstrate improved channels of communication between citizens, law enforcement, and the city government within target neighborhoods.

The primary focus of the Community Model project was to develop a community-based plan for curtailing the demand and use of illegal drugs and related incidents of crime through preventive education. Strategies planned for implementing the project included:

The proposed project was to be initiated on February 1, 1991 and continue through January 31, 1992. Six months of planning and development preceded the six months of program implementation.

A citizen's task force on drug abuse was established to provide guidance and support for the project. This task force represented "all groups in the community whose involvement and commitment would be needed for the initiative to succeed: parents, clergy, tenant groups, business and community leaders, health professionals, school superintendents, principals, judges, chiefs of police, elected officials, and others."

Project goals were to be achieved by the following means: 1) establishing at least one representative outpost office in the target neighborhood and developing program outreach sites staffed by citizen volunteers; 2) establishing an ongoing series of brainstorming sessions with local church and civic leaders in each target neighborhood concerning strategies for activating the

community in crime reduction and drug abuse prevention efforts; and 3) disseminating information about the scope of the drug problem in the target neighborhood by publishing and distributing program update newsletters.

Additional measures designed to meet the project goals included:

providing community forums for presentations by law enforcement and drug treatment officials, former abusers, and others concerning drug uses and abuse;

- disseminating written information concerning the dangers of drug use and abuse;
- encouraging neighborhood church leaders to assume responsibility for delivering anti-drug messages to the community;
- conducting "grass roots" crime reduction and drug abuse prevention home meetings and establishing and conducting town hall meetings;
- promoting social and recreational programs which foster pride in the community;
- establishing a neighborhood newsletter for sharing information;
- erecting "Crime Watch Neighborhood" type signs and distributing brochures and flyers concerning project goals and activities.

Numerous activities listed in the initial grant application were intended to "empower the citizenry, to increase involvement of citizens in crime control efforts and to enhance community pride." These included anti-drug walk-a-thons, picketing at drug houses, demolition of "crack houses," anti-drug demonstrations, clean-up campaigns, block parties, anti-litter campaigns, education of citizens about reporting code violations, and organization of non-drug community activities for youth.

The projected cost of the project was \$89,616. The major portion of the expenditures was for salaries and benefits of personnel - a project coordinator and clerical assistant/data entry specialist. Other expenses included auto lease and training/staff development. Operating capital outlay included office equipment and supplies.

Additional funds were requested for the grant period of February 1, 1992 to September 30, 1992 and for October 1, 1992 to September 30, 1993. The goals of the project remained largely unchanged; however, measures for establishing diversional activities for youthful juvenile offenders, efforts aimed at preventing drug abuse in young minority groups and increased resources for prevention and treatment of substance abuse were to receive greater emphasis in meeting program goals.

In order to continue the Community Model project, funds were needed for continuation of a public awareness campaign, establishment of prevention programs in schools, organization of recreational activities, coordination of prevention training, development of mentor programs, organization of a Teen and Teen Mother Support Group, and expansion of the citizen task force. Numbers of meetings, activities, and events were specified in meeting the project goals. The flyers/newsletters on drug prevention education and crime prevention updates were to be continued and a citizen hot line from citizens to the police was to be established.

REPORTED OFFENSES AND ARRESTS

Crime and drug statistics for Lauderhill were cited as pertinent rationale for continuation of project grant funds. From 1985 to 1990, Part I offenses in Lauderhill increased 45 percent compared to a 27 percent increase in the county. Similarly, between 1989 and 1990, there was a 13 percent increase in Part I offenses in the city and a 5.4 percent increase for the county. The city's rate of increase was more than twice as great as that of the county.

Between 1985 and 1989, the increase in arrests (11.6 percent) within Lauderhill was substantially higher than the increase in the arrest rate for the county (8 percent). Arrests for drug sales and possession also increased dramatically during that time period and even more so in 1990. Arrests for drug possession in Lauderhill showed the greatest increase, with a 220 percent increase over the five-year period from 1985 to 1989. The percentage increase in arrests for drug possession for this same time period for Broward County was 73 percent. Over 70 percent of the drug-related offenses and arrests in Lauderhill during 1989 and 1990 occurred in Census Tract 603, the targeted area for the Community Model project.

Table 1 presents reported crimes and arrests for Broward County from 1989 to 1993. Overall, index crimes have been increasing and drug arrests for sales and possession are decreasing. The arrest rate has been declining over the past five years.

Table 2 presents the reported crimes for the city of Lauderhill from 1989 to 1993. The total number of index crimes has steadily increased over the five-year period. Reported offenses for sales or possession remained stable through 1991 and increased substantially in 1992 and 1993.

PROJECT MANAGEMENT

The management of this project was somewhat unusual because of the relationship between the city of Lauderhill (the subgrantee) and the Broward County Sheriff's Office (the implementing agency). At the time of the first-year grant, the city had no police department of its own. Instead, they contracted with the Broward County Sheriff's Office (BSO) for all law enforcement services. BSO assigned a total staff of 78, including 60 deputies, to Lauderhill. (By the time of our first site visit, Lauderhill had decided to discontinue this contractual arrangement with BSO, and plans were created to have a city of Lauderhill Police Department operational by April 1995.)

Four full-time BSO staff were assigned to the Community Model project (all on a part-time basis); two of these were funded by the grant. In the beginning, the project director was a captain in the Broward County Sheriff's Office who also served as the chief of police for Lauderhill. During the last year of the project, one of two former crime prevention officers was designated as the project director. An assistant administrative manager served as a liaison between the mayor's office and the project director. A BSO police lieutenant and two sergeants were primarily responsible for planning and implementing the project.

TABLE 1
REPORTED CRIMES AND ARREST RATES
FOR BROWARD COUNTY, 1989-1993

	1989	1990	1991	1992	1993
Total					
Index crimes	108,567	110,950	111,613	111,818	118,201
burglary	25,478	25,168	24,353	23,770	23,815
larceny	59,540	62,116	64,637	64,016	68,020
motor vehicle	11,190	10,905	10,454	11,190	13,058
Total					
Mandatory Crimes(I & II)	134,685	138,424	140,083	141,149	146,949
drug sales	2,591	2,454	2,894	1,759	1,570
drug possess.	8,155	7,843	6,688	6,761	6,169
Total Arrests	60,135	67,350	61,776	52,764	49,844
Narcotics Arrests	19,5701	9,3841	7,799	15,444	13,809

SOURCE: Uniform Crime Reports

TABLE 2
REPORTED CRIMES AND ARREST RATES
FOR LAUDERHILL, 1989-1993

	1989	1990	1991	1992	1993
Total					
Index Crimes	3,681	3,788	3,923	3,884	3,964
Burglary	734	761	826	780	885
Larceny	2,012	1,994	1,989	1,876	1,841
Motor vehicle	432	549	512	618	612
Total Reported					
Drug Offenses	193	194	188	235	262

SOURCE: Uniform Crime Reports

Use of Project Funds

For the February 1, 1991 to January 31, 1992 period, \$43,263.48 of federal support was received. Local matching funds were \$14,421.13. More than half (\$31,931.39) of this total amount lapsed, i.e., was not spent.

Capital outlay expenditures exceeded the amount originally proposed in the subgrant application due to the purchase of computer equipment (\$5,409), which was not originally projected in the proposed budget. However, reported expenses fell short of the budget request since office supplies, auto lease, and training/staff development expenses were not as costly as projected. (A Bureau of Community Assistance [BCA] Monitoring Report dated May 23, 1991 noted that the project was not yet fully staffed. A BCA Monitoring Report dated December 2, 1992 indicated that backup documentation for project expenditures was inadequate.)

Funds received for the second year were \$44,009.85 in federal monies and \$14,689.43 in matching funds. Salaries were again the major item in the budget. The annual report listed operating expenses as \$3,891, the majority of which went for vehicle leasing. Travel was listed as \$928. Attendance at a FADAA seminar was reported as part of the training provided for the project.

For the grant period extending from October 1, 1992 to September 30, 1993, additional federal funding of \$53,325.00 was received for salaries and benefits. No additional funds were requested for expenses. Matching funds amounted to \$17,775.00. The projected salaries and benefits were for the project coordinator and one clerical assistant. These were listed as new positions created

specifically for the project. Other personnel involved in the project were funded through the Broward County Sheriff's Department.

Project Objectives

The annual report for 1991-1992 addressed six objectives of the Community Model project. These objectives were developed to target the problem of a substantial increase in crime and drug problems, primarily in Census Tract 603 (District Six Police Zones 602-606).

In order to meet the objective "to recruit and mobilize citizens in each target neighborhood who are willing to become involved in activating community," brainstorming sessions were held with local church and civic leaders, and monthly citizen meetings were established to determine the focus project.

To meet the objective of "establish[ing] collaborative relationships between citizens and the Broward County Sheriff's Office, Code Enforcement, and other city departments to coordinate anti-drug efforts," forum meetings were planned and held in conjunction with citizen advisory and neighborhood meetings. Code enforcement, community development, and community involvement meetings and weekly project staff meetings were also scheduled.

Flyers and newsletters were published, printed, and distributed to "enhance community awareness and education concerning drug use, and crime reduction efforts." Additionally, efforts were made to meet with neighborhood pastors and leaders to sensitize congregations to program issues and goals.

Several activities were planned to meet the objective to "enhance communication and promote cohesiveness and unity." These included: 1) development of a swimming program for elementary school students; 2) a Star-Search Talent Exposition for youth ages five to 19; and 3) social and recreational programs provided by the Optimist Club, the Kiwanis, and the Police Athletic League Gym. Plans also included the erection of Crime Watch and Do Not Litter signs in the target zones.

In order to "empower the citizenry ..." and to "facilitate opportunities for enhancing pride" anti-drug walks were held, clean-up campaigns were planned, and citizens were educated on how to report code violations. Neighborhoods were surveyed for code violations, and sessions were held at the area high school and middle schools to increase community activism.

Additional efforts to meet project goals included 85 presentations made through the Safe Neighborhood Unit, 14 media packages presented, four groups established as block or neighborhood watches, a hotline reporting number established, and sponsorship of four drug-free events.

Overall, Lauderhill officials reported making progress in the development of the Community Model project. Citizens were becoming more involved and concerned as a result of efforts. National incidents also had a significant impact on decreasing apathy among citizens in the target areas (i.e., shootings and police brutality). During the first year of the grant funding, deputies were reassigned to create a more socially acceptable "patrol," providing sensitivity to ethnic/racial issues.

Four full-time staff were assigned to the project; two of these were funded by the grant. The staff received training in fund raising and grant management, media and communications, home safety and security, police relations, school relations, emergency hotlines, and curriculum development. New procedures and practices were implemented as a result of this training.

Second year activities of the Community Model project were similar to those previously reported. Target populations served included high-risk youth ages ten to 18, single parents, the business community, and community resident groups. Crimes targeted for project activities included assault, burglary, robbery, drug sales/purchase, and theft.

The annual report described these accomplishments:

- four block or neighborhood watch programs developed;
- 23 neighborhood watch program meetings;
- three neighborhood clean-up campaigns;
- seven alternate drug-free events;
- six advisory board, tenant association, youth or small group meetings; and
- seven drug and drug-related violent crime prevention education classes.

An additional activity, listed as contributing to meeting objectives, provided one high-risk neighborhood crisis intervention and referral service site, with 15 individuals referred to or receiving crisis intervention.

Staff training resulted in the development of neighborhood activities, development of community activities, and improved network referral for matching clients to services. The hot line established in the first year of the grant funding included a number for citizens to report crimes anonymously to the Broward County Sheriff's Office.

Between October 1, 1992 to September 30, 1993, further efforts were reported as significant for meeting the Community Model objectives. Objectives were met for the numbers of block or neighborhood watch programs held, security surveys conducted, clean-up campaigns organized, and alternative drug-free events provided.

An objective *not* met concerns the number of advisory board, tenant association, youth group, or small neighborhood group meetings held. The objective was to hold four meetings; only one was held. Additionally, the objective to provide six crisis intervention and referral sites to serve high-risk neighborhoods during the grant period was not met. Additional sites were not provided during this grant period.

The project targeted three neighborhoods with a population of 14,583. Of the residents in the target neighborhoods, 18 percent were children and 15 percent were teenagers. The "general public" (citizens, not criminals) constituted 32 percent of the persons involved in grant-funded activities.

An aggregate of quarterly reports (first quarter 1991 through the third quarter, 1993) documented 1,069 in attendance at crime prevention presentations in schools, 413 in attendance at

presentations for residential homes, and 428 in attendance at parks and recreational center presentations. A total of 3,996 were in attendance for live crime prevention presentations.

Seventy media packages were developed to promote local crime prevention campaigns. The majority of these were pamphlets that were distributed to residents. A total of 63 radio presentations and eight television presentations were aired during the grant-funded periods.

The city of Lauderhill reported the establishment of two hotlines that received a total of 105 calls. Twenty individuals obtained crisis referral or intervention services through this project.

During interviews with project staff, they reported meeting the objectives for the project and felt that they had contributed to the enhancement of community involvement in the target areas. They further believed that advances made in responding to the problems in Lauderhill were significant enough for the citizens groups to function without further program management.

SITE VISITS

Evaluation staff have visited Broward County and the city of Lauderhill five times since the completion of the last grant period (February, April, July, September, and November 1994). During those visits, we interviewed persons involved in the project, directly observed various facets of project operation, and assessed those qualitative benefits of the project that were difficult to specify in the annual reports summarized above.

During the initial visit, investigators met the assistant administrative manager in the mayor's office. There have been three project directors since the beginning of the project. In addition, evaluation staff met with the captain of the Broward County Sheriff's Office (BSO) who serves as the police chief for Lauderhill under the current contract with BSO. Interviews revealed that there had been some turn-over in other staff as well. Two female officers were initially hired as "crime prevention officers," one of whom later served as the project director. Now these positions were held by two male officers. Additionally, two "bike officers" were on duty in the community. Officers were being permanently assigned to zones, community surveys had been conducted by foot patrols, and newsletters published by the BSO were distributed to local apartments, condominiums, and the city hall. Also, a hot line had been implemented.

Plans were made to have a community council or citizens task force "on line" by March 2, 1994. Ten to 15 people were selected to give feedback to the BSO. The Broward Citizens' Academy was in progress with citizens participating one Wednesday a month.

A major focus for the project had been the implementation of a neighborhood "satellite office," officially known as the Safe Neighborhood Unit and located in the Lauderhill Mall. At one time, this was a modern facility which was a popular place to shop. It still contains 23 retail establishments, but much of the space has been leased to public agencies such as the Florida Department of Health and Rehabilitative Services. The mall also houses the tag agency, which handles a considerable amount of cash from automobile vehicle registrations. Shopping areas are

limited to a large K-Mart, a few clothing stores and specialty boutiques, an African art store, and a restaurant specializing in West Indian cuisine. Two crime prevention officers were assigned to the satellite on a permanent, part-time basis. Both spent a major portion of their time as DARE instructors in local schools, in addition to their many other responsibilities. Although this arrangement was satisfactory with the BSO, most of the merchants in Lauderhill Mall thought it was a mistake.

Both the project director and BSO representative stated that implementing the Community Model project had been successful. Citizens seemed to be more empowered and more involved in activities aimed at decreasing drug use, and "hot spots" had been cleaned up.

Promoting citizen involvement and decreasing drug use and trafficking continues to present problems due mostly to the lack of coordinated efforts with other anti-drug and crime prevention programs. The cultural diversity in the community and the fact that police department/sheriff's office personnel do not match that ethnic composition adds to the problems. In fact, it was the concentration of male Caucasian officers on assignment from the BSO that prompted the major and city commission to create their own police department.

The target date for making that new department operational is April 1, 1995. This decision understandably increased the tension between city and county officials. Zones within the Lauderhill area would be phased into the city's own police services from October 1994 until April 1995. Three zones would be policed by the new department as BSO services are gradually phased out.

The high juvenile crime rate and number of juveniles involved in drug sales and auto theft was identified as another significant problem. Juveniles are seen as lacking discipline and supervision; a problem compounded by what most respondents believe is inadequate punishment. The lack of involvement by African-American community leaders, such as ministers and other church leaders, with crime prevention and/or other community policing projects only intensifies an already unfortunate condition.

Subsequent visits to Lauderhill were scheduled to meet with other project personnel and to revisit the satellite police station in the Lauderhill Mall. During the second visit, it was learned that project efforts had been directed toward "weed and seed" community programs. Communities were surveyed for problem areas, and "weeding" was done to eradicate these problems. "Seeding" efforts were directed at organizing more community activities for juveniles when they are out of school. A cooperative effort with local businesses provided funding for lunches and recreational activities.

The satellite unit in the mall was considered by BSO and city officials to be a deterrent to crime in the business area. The BSO paid \$1.00 a year to rent the space, and a local bank had donated the office furniture. The two crime prevention officers assigned to the unit spent limited time there, however, since they are also involved in teaching a DARE curriculum, presenting programs to community organizations and citizens groups, and reviewing applications for building permits. Their work with DARE programs requires them to be out of the office three days per week. Both officers consider these functions to be a major part of their work.

The Neighborhood Safe Unit officers are certified in Crime Prevention Through Environmental Design (CPTED) and are involved in teaching aspects of crime prevention associated with the Community Model project. All applications for building permits within the city must be reviewed by these officers, who screen the design for crime-related problems.

The satellite unit was discontinued on September 30, 1994. (Salaries for the two officers were funded by DCA through September 30, 1993, and were paid entirely by BSO through September 30, 1994. Rent was donated by the mall operators.) A survey of 18 mall merchants in November revealed that only three believed it would make any difference. Most of the merchants who are located at the opposite end of the mall were not even aware of its existence. The three who believed that the unit had made the mall safer were located within the same wing and within sight of the unit's office. Even these admitted that the unit's hours of operation (9:00 a.m. to 4:30 p.m.) and the fact that no sworn officers were in the unit for several hours a day made it somewhat ineffective in preventing crime, most of which occurs after 6:00 p.m.

Interviews with realtors doing business in Census Tract 603, the geographic focus of the Community Model project, indicate that area property values have held stable or "appreciated slightly" over the past two years. Property values in neighboring Sunrise, Tamarac, and Plantation have increased by an average of eight to ten percent during this same period.

A new sheriff at BSO has made several modifications in the operation of the department. The present sheriff's philosophy is that community policing is a way of life. He really doesn't like the term "community policing," for him, it is "policing"--law enforcement should always be based on strong relationships with the local community. Nationwide, the trend is to look at police work as "law enforcement." However, a major part of what should be done is crime prevention, not enforcement of laws, according to the sheriff.

He is trying to change local viewpoints about policing by recruiting community-oriented police officers. Traditionally, young, Caucasian male "adventurers" have staffed the BSO. But his viewpoint is that more women and officers who want to do "social work" need to be hired.

The value system for evaluating police work has recently focused on heroics, such as numbers of arrests, types of arrests, etc. This poses a dilemma for an administration that focuses on community-based outcomes. How does one define "outcome"? Is it "peace" in the community or quality of life? Even if community members were asked to rate the officers, the rating profile would still need to outline specific assessment items. At present, *no* systematic personnel evaluations for any officers are conducted by BSO.

The sheriff does not consider contract policing to be an ideal situation; problems are created for unincorporated areas. Early in his administration he advocated for a legislative bill that would change the present jurisdictional arrangement for police departments. His desire is to have a bill passed that would not limit jurisdictions of police or deputies.

The sheriff reorganized the BSO so that the original eight divisions are centralized into three--administration, corrections and rehabilitation, and crime prevention. Plans are underway to change

the Bureau of Law Enforcement to the Bureau of Crime Prevention and to incorporate community policing into the areas of corrections and prevention.

Currently, the BSO does not have a Geographic Information System (GIS) for mapping local crime statistics. Arrests are compiled monthly and annually for reporting, but an easily accessible means of determining trends is not available. Plans have been made to implement a GIS in the near future.

Like the sheriff, the new Lauderhill police chief has a wide range of policing experiences. Police work, in his opinion, is primarily “problem-oriented,” and he plans to foster this philosophy in the department. Education level will be a prime qualification for officer recruitment. The starting salary has been increased, and a 2 percent increase over base pay is given for an associate degree. A 12 percent increase over base pay is given for a baccalaureate or masters degree. The city will provide reimbursement for tuition to officers wishing to further their education. Also, the chief expects all officers to live in the Lauderhill area and become involved in the community.

Lauderhill is now undergoing a transition in police services. It will be interesting to see which special programs in community policing and crime prevention are continued with the creation of the new police department.

DISCUSSION

Use of Offense and Arrest Data

At the beginning of this project, we fully intended to utilize crime and arrest data as one way of assessing the impact of the program. However, several officers convinced us that neither crime nor arrest rates were appropriate indicators of program success or failure. First, crime rates are influenced by so many variables that it would be highly unlikely for one relatively small program to have an impact. Second, arrest rates could demonstrate conflicting points of view. For example, a *decrease* in arrest rates could be said to indicate a decrease in crime due to the program’s crime prevention efforts. Therefore, the program is successful. On the other hand, an *increase* in arrest rates could be said to follow program efforts to encourage the reporting of crime. Therefore, the program is *still* successful. Finally, crime and arrest rates fluctuate so widely in small geographic areas that they are not reliable indicators of a program’s efforts.

While there has been a steady decrease in drug offenses for Broward County, there has been an increase in the city of Lauderhill. One explanation is that anti-drug programs in Ft. Lauderdale are driving the drug crime into neighboring cities. Others claim that the increase can be attributed to the in-migration of a larger number of West Indians, primarily Jamaicans and Haitians, who are actively involved in the drug trade.

One way to more productively pursue these explanations is to use a Geographic Information System (GIS) to investigate the relationship between crime and arrest rates on the one hand, and community demographics on the other. At this time, BSO does not have an operational GIS.

Personnel Evaluations

Personnel evaluations have not been conducted in the Broward County Sheriff's Office since January 1993. Several supervisory staff and a number of officers expressed concern over this issue. We believe there should be differential evaluations for all officers involved in community policing but that different standards of performance should apply than those used for officers whose responsibilities are primarily in law enforcement.

Juvenile Crime

There was a widespread perception among officers and most other persons interviewed that a disproportionate amount of crime in Lauderhill, both drug and non-drug crime, is committed by juveniles. Informants agree that more funds are needed to combat juvenile crime, especially to fund activities for children when not in school.

Another problem reported to us is that a "considerable amount" of juvenile crime occurs during school hours and on school grounds. Police believe that the majority of such crime goes unreported because "school principals are not very cooperative." Principals reportedly regard this type of crime, unless it results in serious physical injury, as a school matter not a police matter.

Coordination of Programs

Law enforcement in Broward County is understandably complex: 26 of the 28 cities in the county are under contract for law enforcement services to BSO. Some of the complexity could be reduced through legislation proposed by the sheriff which would change the mutual aid agreements in effect between BSO and the cities, allowing law enforcement officers greater latitude to make arrests in neighboring jurisdictions. Even so, the job of coordinating crime prevention and anti-drug efforts between law enforcement, the judiciary, state's attorneys, the schools, the DHRS, the new department of juvenile justice, and a myriad of private social agencies is a task of monumental proportions.

It does appear that the funding provided to the city of Lauderhill for the Community Model Crime Reduction and Drug Abuse Prevention Initiative has resulted in a greater degree of interdepartmental and inter-agency contact and cooperation. It is too early to tell whether this will result in any permanent improvement in relationships between law enforcement and other agencies.

Training

Almost everyone interviewed during the process of this evaluation regarded the *most* difficult task to be "changing the mindset" of police officers from that of "hero" and "adventurer" to that of "organizer," "peacemaker," and "social worker." There was unanimous agreement that the traditional role of officers in law enforcement and the type of training historically received by officers are not appropriate for community policing and crime prevention functions. Some regarded the retraining of experienced officers to be a waste of time. After a few years on the police force in a traditional law enforcement capacity, most officers find it very difficult, if not impossible, to switch to a completely different function. Therefore, some supervisory personnel recommend hiring new officers specifically for the purpose of community policing or crime prevention (such as was done in the second year of this project) and designing an evaluation system and reward structure tailored to these functions.

Transition to a Lauderhill Police Department

The Community Model project was largely responsible for the decision by Lauderhill city officials to terminate the arrangement with BSO and develop its own city police department. Apparently, this project brought to their attention the fact that BSO officers assigned to Lauderhill did not reflect the composition of the community, which has a sizeable proportion of ethnic minorities and female heads of households.

Many of those program components funded by the DCA subgrant were continued by BSO after the final subgrant expired. However, some of those components, such as the Safe Neighborhood Unit, have since been discontinued. It would appear to be in the best interests of the community for the new police department to re-establish or continue as many of these programs as possible.