

# City of Fort Lauderdale

*City Hall*  
100 North Andrews Avenue  
Fort Lauderdale, FL 33301  
[www.fortlauderdale.gov](http://www.fortlauderdale.gov)



## Meeting Minutes – APPROVED

Tuesday, January 20, 2016

12:00 PM

Joint Workshop – Juvenile Justice

City Commission Conference Room

## **CITY COMMISSION WORKSHOP**

### ***FORT LAUDERDALE CITY COMMISSION***

***JOHN P. "JACK" SEILER Mayor - Commissioner***  
***ROBERT L. McKINZIE Vice Mayor-Commissioner - District III***  
***BRUCE G. ROBERTS Commissioner - District I***  
***DEAN J. TRANTALIS Commissioner - District II***  
***ROMNEY ROGERS Commissioner - District IV***

***LEE R. FELDMAN, City Manager***  
***JOHN HERBST, City Auditor***  
***JEFFREY A. MODARELLI, City Clerk***  
***CYNTHIA A. EVERETT, City Attorney***

Juvenile Justice Workshop Meeting was called to order at 12:15 p.m. by Mayor Seiler.

## ATTENDANCE ROLL CALL

**Present:** 5 - Mayor John P. "Jack" Seiler, Vice-Mayor Robert L. McKinzie, Commissioner Bruce G. Roberts, Commissioner Dean J. Trantalis and Commissioner Romney Rogers

## QUORUM ESTABLISHED

**Also Present:** City Manager Lee R. Feldman, City Auditor John Herbst, City Clerk Jonda K. Joseph, and City Attorney Cynthia A. Everett

### Overview:

City Manager Feldman gave the City Commission a brief overview of how the City attained the assistance of the Department of Justice's ("DOJ") Office of Justice Programming Diagnostic Center (the "Diagnostic Center") to address juvenile justice issues in the City. Back at the beginning of 2014, in response to increases in repeat offenders associated with juvenile crime, the Commission expressed concern and what could be done to address the problem of juvenile crime in the City.

Mr. Feldman said Commissioner Trantalis had organized a meeting of Juvenile Judges and invited both the State Attorney's Office and the Public Defender's Office. At that time, it was clear all parties had the same concerns but no solutions or the data to support solutions.

Commissioner Roberts and Mr. Feldman had the opportunity to attend a session at the National League of Cities where they heard a presentation on how the Department of Justice was embracing data and offering a program where they would provide support to local communities' municipalities to arrive at data-driven solutions for problems regarding juvenile justice issues. Mr. Feldman further explored this opportunity and submitted an application to the Office of Justice Programming's Diagnostic Center to ascertain if they could provide the City with a data-driven solution to the City's juvenile justice issues.

The City's application was accepted and beginning in late 2014. In early 2015, the City kicked-off this initiative with local partners. Those partners included the State Attorney's Office, Juvenile Judges, the local Department of Juvenile Justice, and the Public Defender's Office with the assistance of the DOJ's Office of Justice Programs Diagnostic Center.

This Workshop encompasses the Diagnostic Center's initial findings and recommendations for the City's next steps. City Manager Feldman requested the Commission's feedback after the presentation with the goal of coming back to the Commission with additional information, programs, and potential budget requests for the upcoming session.

Paula Romo, Senior Performance Analyst introduced Patty Dobbs-Hodges from the Diagnostic Center. Ms. Hodges explained their office was an assistance resource to help communities use their collected data to bridge the gap between evidence from research and evidence-based activities into practical solutions. Ms. Hodges further the ability of the Diagnostic Center to work across the criminal justice system on a long-term basis partnering with the City to bring forth recommendations and implementation of solutions and activities on the ground.

Ms. Hodges gave the PowerPoint presentation to the Commission, and *a copy of the presentation is attached to these minutes.*

Commissioner Rogers asked if any interviews were done as part of the data gathering. Ms. Hodges confirmed approximately 30 interviews had been done with the City Manager's office, the Police Department, the Public Defender's Office, the Courts, the State Attorney's Office, Children's Services and others.

Ms. Hodges noted the crime data was not looked at beyond the City stating that data sharing with neighboring areas could be a cumbersome process. She also emphasized it is important to partner numerous strategies to address the problem of juvenile crimes.

Naheel Baker, Crime Analysis Supervisor, Fort Lauderdale Police Department addressed the Commission regarding the gathered data stating the data initially used the City's old records management system and there were some issues with multiple names having different variations. Ms. Baker stated the data was subsequently submitted based solely on fingerprints.

It was also stated there are some areas in the City that are unique to juvenile crime most notably around schools pointing out that in high crime areas there are both adult and juvenile offenders. Additionally, focusing on the street level analysis of where crimes are occurring allows the coordination of the stakeholders at the location and law enforcement to address remedies for juvenile crime. City Manager Feldman said that it would be important to work with school resource officers to address juvenile crime in the areas around schools.

An important point was made regarding the great length of time for juvenile offenders to get through the entire process from arrest to adjudication. Furthermore, in order make a real difference in repeat juvenile offenders, it is important for the juvenile offender to make the connection from the time of being arrested to understanding the consequences of committing a crime that court adjudication provides. When this does not happen in a reasonable timeframe, the juvenile offender often repeats the crime not having had the opportunity to understand the consequences of their behavior.

One of the Diagnostic Center's recommendations is there is more opportunity to marry all of the recommended strategies together. This problem solving is based on very specific information at very specific locations to identify and tackle the problems, solutions, and resources that can go to a particular location focusing on a particular criminal activity.

Commissioner Trantalis asked about the continuum of oversight to try to ensure juveniles do not commit a crime. Ms. Hodges said the oversight needs to be much more systematic and coordinated at the City level for things that are in the City's purview and responses unique to the particular situations. An ongoing strategy should include a framework of having a coordinated effort on the City level with other partner agencies and stakeholders who need to come to the table to address the juvenile crime issues in the City.

Commissioner Trantalis noted that enforcement measure is at odds with rehabilitation efforts from different areas of the community. Ms. Hodges acknowledged there was a need to do both.

Recommendations and Solutions

Ms. Hodges stated activities to address the juvenile crime problem include bringing technical assistance and training to both City focused activities and system-focused activities. The recommendation for City-focused activities includes coordinating a group across the City comprised of people who are decision makers who can bring the resources of their agency to the table.

From a strategic perspective, the objective is to bring forth the goals and action items to develop particular strategies to address police enforcement, mentoring activities, and youth-focused types of activities that keep kids out of criminal activity.

The Diagnostic Center can assist the City in developing and coordinating a youth mentoring program for at-risk juveniles that is an across-the-board, City-focused group consisting of both City personnel and community people addressing the City's issues encompassing the at-risk kids who live in Fort Lauderdale.

The Diagnostic Center can also assist in developing a consistent City-wide strategy to identify the required training and background, and developing consistent, focused messaging to address the problem of at-risk juveniles. This will allow all participants to be on the same page and talking about this issue from the same perspective so as to identify and solidify what the strategy in a manner everyone can clearly understand the common goals and desired outcomes.

This project also provides an opportunity for the identification of legal, policy, and cultural hurdles and provides an opportunity to work through these challenges. The Diagnostic Center can facilitate these discussions and help the City do things differently in the community. This process will also allow for an opportunity for all to reach a consensus with which to move forward; one that is worked out and agreed upon by the entire community and all stakeholders to prevent roadblocks from occurring as has happened in the past. An example of the need for this was given by City Manager Feldman stating that in the past, there seemed to be resistance from the Public Defender's Office on having police officers work with probation officers or doing any sort of social work with juveniles. This was due to the fact that the Public Defender's Office did not feel that it was an appropriate role for police officers as it may lead to the intimidation of juveniles.

This program provides an opportunity at both the policy level and the case management level to coordinate services and strategies. An example of this would include a more holistic approach of services, i.e., potentially serving the entire family, if necessary, to result in a more successful outcome. An important point was made regarding after a juvenile's arrest, the police department should hand-off the situation to the next step in an agreed upon, developed and stated process based on a consensus by all stakeholders ensuring that the needs of the offender are addressed to prevent repeat offenses from occurring.

The Diagnostic Center also offers youth-focused policing strategies and new training developed by the International Chiefs of Police. This latest research indicates the approach to youth is very different and needs to be thought about and addressed. As an example, Ms. Hodges emphasized there is new information and research regarding youth brain development including: how youth perceive authority; how they interact; how they want their voices to be heard; and, their need to perceive things as fair. The Diagnostic Center can offer the opportunity to do training and information sharing that imparts this latest research information to the people who deal with juveniles, i.e., recreation staff, volunteers, mentors, and school personnel to ensure they have the latest information and tools when it comes to

dealing with and communicating to juveniles.

Ms. Hodges also recommended the City establish a Youth Group to give the City a voice from youth to provide input and information as to what works and what does not work. Good examples of where these recommendations have worked include the City of Boston where there is a partnership between the police department, the city and community resources. Another good example is the City of Hampton, Virginia, which has a Youth Council allowing the youth to have a voice enabling dialogue between youth and the City as a whole, not just the police department and youth.

The Diagnostic Center can also provide an opportunity for the City to do some peer exchanges to and to visit other communities who have implemented these strategies successfully. They can also provide assistance with communication messaging noting that the City currently has "facts" in their research but not many "messages" (heart centered messages) to demonstrate to the community that juveniles are important.

System focused resources the Diagnostic Center can additionally provide include focused coordination, training and problem-solving with key partners that can be a collaborative effort with stakeholder members of the community. An example of this is a homeowner associations and the police department in a particular neighborhood instituting a pilot program to address a particular juvenile crime issue. If that pilot program is successful, it could then be implemented City-wide.

Mayor Seiler stated he felt this is the direction the City needs take.

Commissioner Rogers said the dynamic he struggles with is the human nature aspect of the youth in that juvenile offenders seem to be aware that until they turn 18, there is no impediment to continuing unlawful acts and this needs to be addressed at the State legislative level. He also stated that he is very impressed with the demeanor, mindset, and professionalism of the young officers in the City's Police Department and believe they could have a big impact on at-risk juveniles.

Commissioner Roberts reiterated his concern with the lag time between arrest and adjudication and how we address this interim time to prevent continued unlawful acts. He would like to see a strategic plan in place including work with probation and parole departments. He was anxious to move forward with action plans and the possibility of a juvenile unit within the City's Police Department. Ms. Hodges noted information sharing regarding juvenile offenders within the police department is necessary and should be expected. She stated this should be an easy process to accomplish and suggested perhaps having an individual to oversee the juvenile process within the police department as an effective way to share this information and to hand-off the information to the next stakeholder in the strategy to address the needs of at-risk juvenile offenders. Discussions ensued on this topic.

Mayor Seiler wanted to make it clear repeat offenders should be the focus and is where the disconnection seems to occur stating he is for leniency for first-time offenders and consistent enforcement for repeat offenders. Additionally, he was concerned those serving on a youth committee are not those that participate in the juvenile crime. Ms. Hodges wanted the City to be thinking about how to have the appropriate interaction and discussion to deter at-risk-youth, so they are part of the solution.

Mayor Seiler asked about the NAACP Youth Council. Vice-Mayor McKinzie stated that it is a cross-section of youth that is reflective of the community.

City Manager Feldman said the next step is for City Staff to come back to the Commission with an Action Plan on where they think the next pieces need to be and what additional work needs to be done in terms of developing or researching what has been successful in other areas of the country that the City can duplicate in addition to what the City can initiate on our own. Mr. Feldman also stated it is integral that City Staff can rely on the Mayor and the City Commission to assist other partnerships and stakeholders' cooperation.

Commissioner Rogers stated it was an opportunity to come up with a message to the community on this subject. Commissioner Roberts concurred adding it needs to be unified message from all partners and stakeholders involved.

Vice-Mayor McKinzie noted that Gordon Meeks was in attendance and would be a good resource for input on this program as well as dialogue with the community on this topic. Mayor Seiler asked that Mr. Meeks be given a full copy of the DOJ's Office of Justice Programs Diagnostic Center Report.

Mayor Seiler asked for coordination from all partners and stakeholders for an efficient, effect way to handle this issue. It was agreed that City Staff would work with the Diagnostic Center to move things forward and will come back to the Commission with an implementation plan.

Mayor Seiler requested this be back on the Conference Agenda for discussion before the April/May timeframe to identify all interested parties, stakeholders, and partners to ensure the cooperation of all parties involved and inviting everyone involved to be at the table.

*A complete copy of the presentation is attached to these minutes.*

# Presentation

*January 2016*



## **Diagnostic Analysis for the City of Fort Lauderdale, Florida**

***Opportunities for Evidence-Based Technical Assistance***

*Deliberative and Predecisional*

# Preface: OJP Diagnostic Center Confidentiality Policy

*This document is confidential and is intended solely for the use and information of the Department of Justice (DOJ) and the City of Fort Lauderdale (FL) Police Department (FLPD) and its partners as part of an intergovernmental engagement between these entities.*

*The Office of Justice Programs (OJP) Diagnostic Center considers all information provided to the Diagnostic Center by the requesting state, local or tribal community or organization to be confidential in nature, including any materials, interview responses and recommendations made in connection with the assistance provided through the Diagnostic Center. Information provided to OJP is presented in an aggregated, non-attributed form, and will not be discussed or disclosed to anyone not authorized to be privy to such information without the consent of the state, local or tribal requesting executive, subject to applicable laws.*

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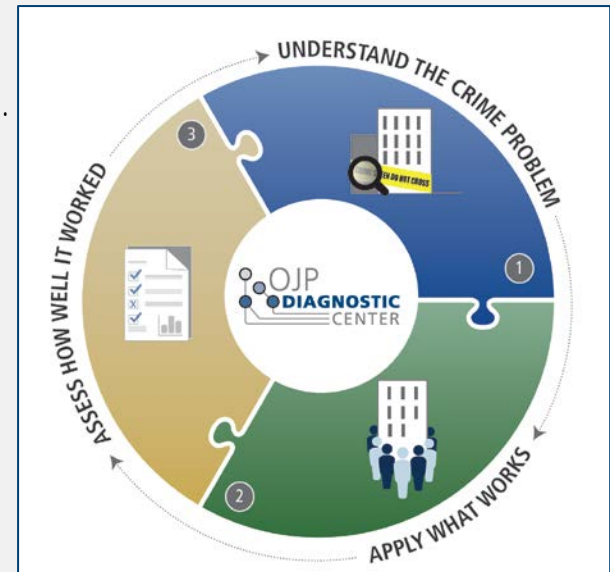
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# Preface: About this Document

- ▶ This document is part of the technical assistance package provided by the DOJ Diagnostic Center in response to a request for assistance from the City of Fort Lauderdale.
- ▶ Through services provided across OJP's many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in preventing and controlling crime, as well as provide guidance on how to implement data-driven programming. Diagnostic Center services are customized for each community's justice problem.
- ▶ The purpose of this document is to:
  - *Identify and analyze the factors* that are contributing to the issues identified in the request from the City of Fort Lauderdale .
  - *Recommend data-driven solutions and promising practices* that address the contributing factors. The community has responsibility for evaluating and selecting the practices that they deem the best fit to implement in their community.
  - *Inform development of a response strategy*, in close coordination with the requesting community leaders, for implementing the recommended data-driven solutions.



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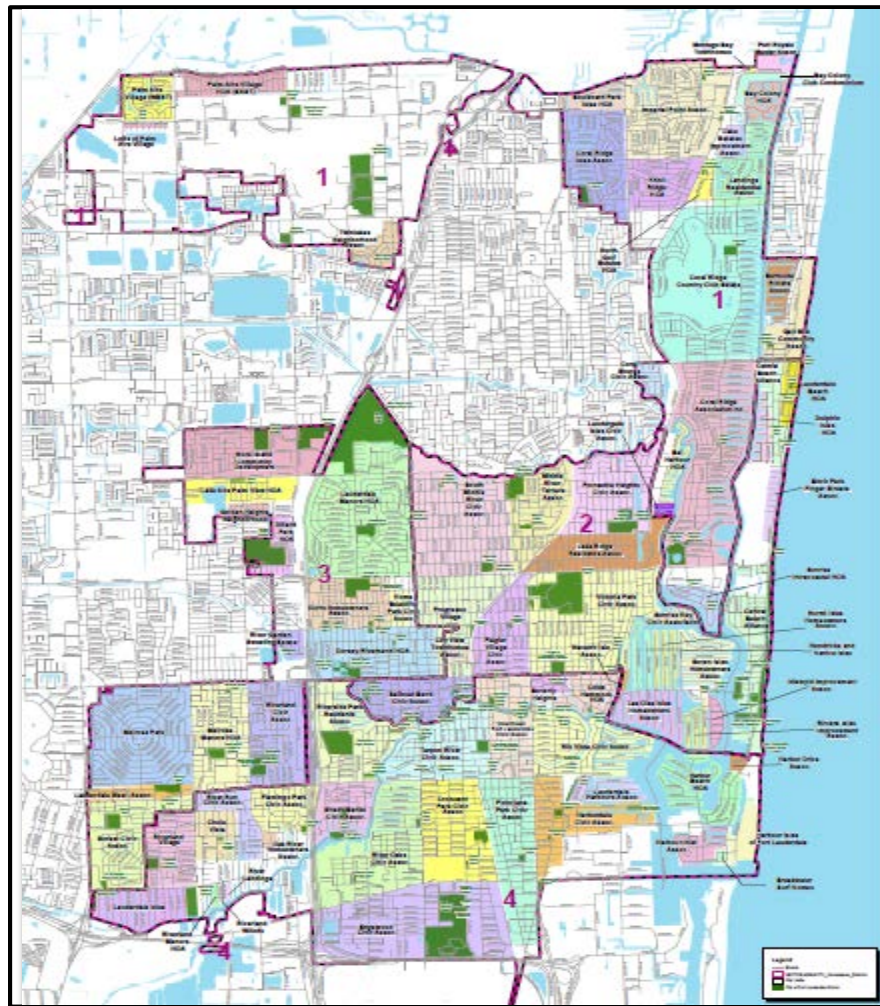
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  - Analysis of Stakeholder Data
  - Analysis of Stakeholder Interviews
- ▶ Recommendations and Model Practices
- ▶ Training and Technical Assistance Plan



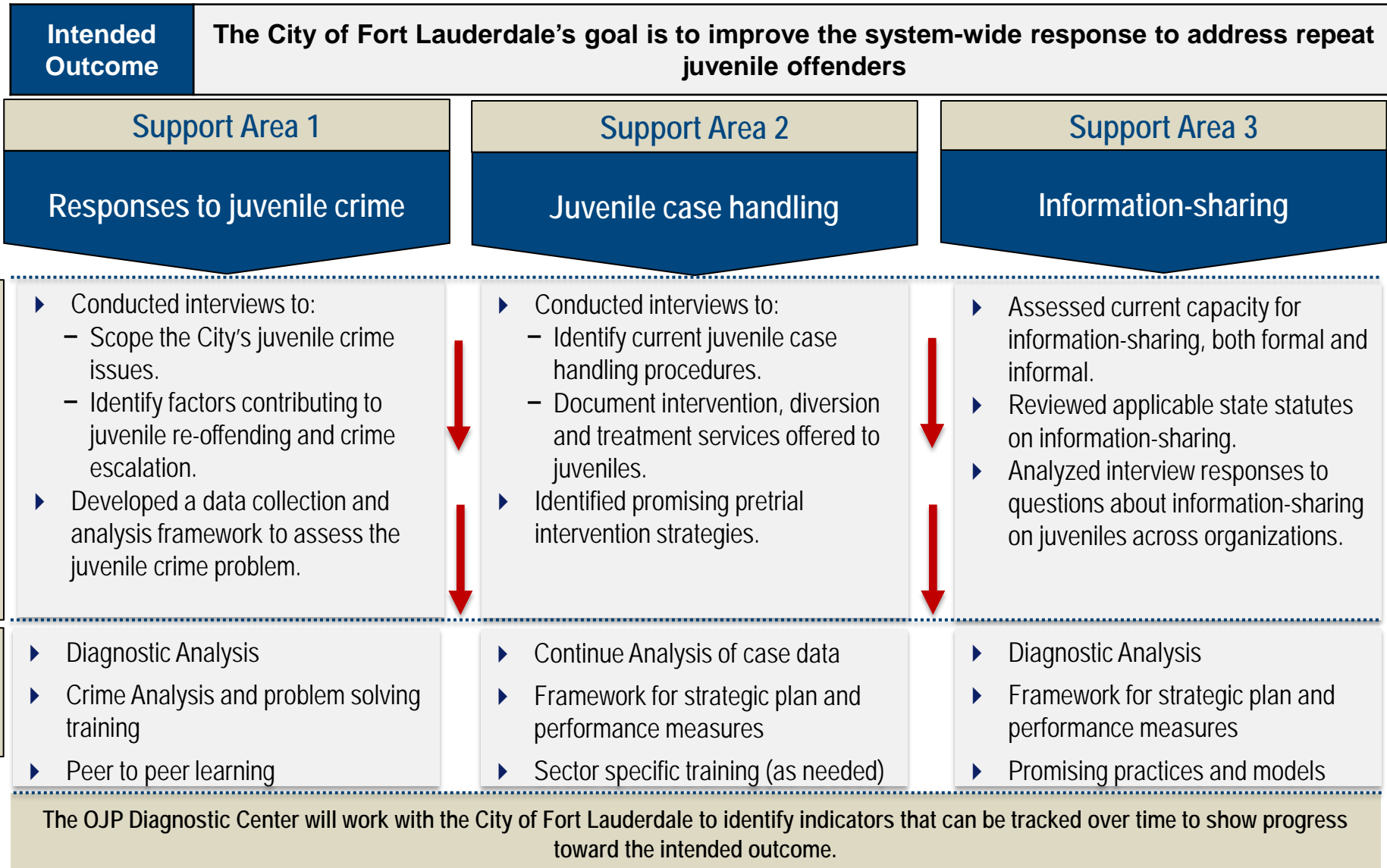
# The City of Fort Lauderdale has requested training and technical assistance (TTA) to address juvenile crime and repeat juvenile offenders

## Overview of Training and Technical Assistance for the City of Fort Lauderdale (City)

- The City of Fort Lauderdale seeks technical assistance focused on the implementation of data-driven solutions to assess factors contributing to juvenile crime, particularly repeat juvenile offenders, while providing programs, promising practices and training that the City and the police department can implement to improve community safety and offer positive interactions with youth.
- The Diagnostic Center conducted interviews and collected data from the City, the Fort Lauderdale Police Department, key juvenile justice stakeholders and community organizations to:
  - Develop a baseline understanding of the local environment, including law enforcement strategies.
  - Document the underlying criminogenic factors within the community and across the juvenile justice system.
  - Identify opportunities to address juvenile crime response strategies, data collection and information sharing and juvenile case handling.



# In concert with the City of Fort Lauderdale, the Diagnostic Center identified the following areas of support in fulfillment of the TTA request



# To analyze the system-wide response, the Diagnostic Center requested data from three agencies

## Organization:

FLPD – Record Management System (RMS)

DJJ

Court – Judicial Information System (JIS)

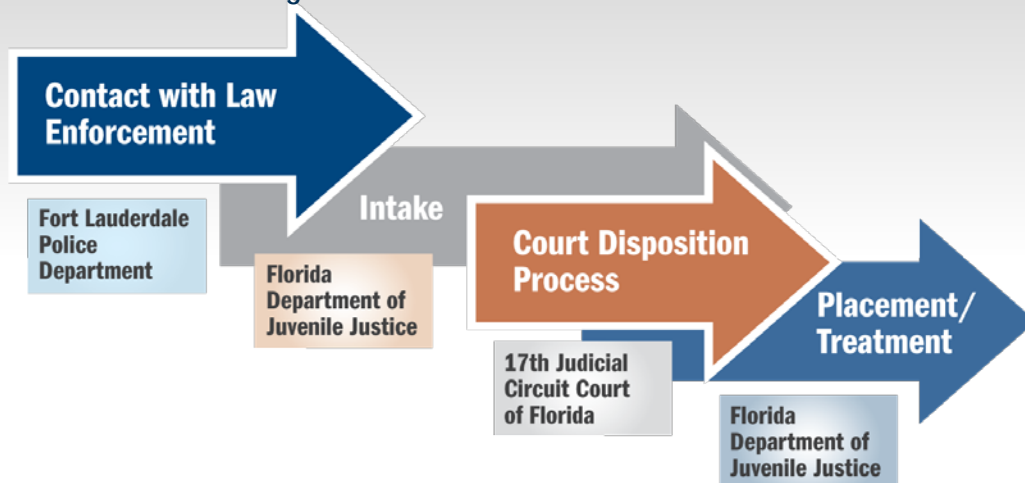
## Scope of Data Request:

- ▶ Offender demographics
- ▶ Incident/crime type, description, associated persons
- ▶ Arrests, summons and citations
- ▶ Intelligence Led Policing (ILP) Juvenile Suspects list
- ▶ Juvenile demographics
- ▶ Intake and commitment information at youth placement facilities
- ▶ Probation length, conditions, checks/violations, adjudication
- ▶ Defendant demographics
- ▶ Charges, continuances, appearances and dispositions

## Summary/Issues:

- ▶ FLPD and Department of Juvenile Justice (DJJ) use different unique identifiers, limiting the ability to merge data sets for a system-wide analysis.
- ▶ Court order requirements for acquiring 17th Judicial Circuit Court of Florida (the Court) Judicial Information Systems data resulted in delays and is not included in this analysis.
  - The Diagnostic Center continues to work with the court to acquire data and perform additional analysis, which will be incorporated during the Implementation Phase.

## Existing Juvenile Justice Process and Data Owners



Data are compartmentalized within each agency along different stages of the juvenile justice process.

Lack of common unique identifiers make a system-wide analysis difficult – restricting the ability to examine delays in the process or track individuals' treatment.

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# The top percentage of juvenile offenders are responsible for a comparatively small portion of crime in the City of Fort Lauderdale

The FLPD utilizes a “top offender” approach as part of their ILP Unit’s crime reduction strategy. A top offender approach aims to reduce crime by focusing law enforcement efforts on the individuals responsible for the largest percentage of criminal offenses. This is most effective when crimes are strongly concentrated by offender.

## Observations

- ▶ Crime data does not indicate that the top percentage of juvenile suspects are responsible for a large proportion of the reported offenses in the City of Fort Lauderdale.
  - A top offender approach is most applicable when crime trends indicate the top 10 percent of offenders are committing a majority of the crimes.
- ▶ Weighing offenses asks “who is contributing most to social harm?” rather than just “who is involved in the most offenses?”
  - In most agencies, weighing offenses produces significantly different results, with a much stronger concentration of weighted crimes by offender.
  - In the City of Fort Lauderdale, the weighed top offenders were almost unchanged from counted top offenders.
- ▶ There are modest gains to be made by focusing on a top percentage of juvenile offenders; focusing solely or even primarily on offenders themselves is not likely to produce significant returns.
- ▶ The ILP unit could be more effective if coupled with a problem-oriented focus and more robust metrics for the assignment of offenders to the “top” list—specifically, a weighted system that considers offense types, involvement and recency.

## Percentage of Crime Committed\* by Top Offenders (2010-2014)

	Part 1 Crimes Only (1,831 Juvenile Offenders)		All Crimes (5,186 Juvenile Offenders)		All Crimes - Weighted (5,186 Juvenile Offenders)	
	Offender Percentile:		Offender Percentile:		Offender Percentile:	
Percentage of Crime:	Top 1%	Top 10%	Top 1%	Top 10%	Top 1%	Top 10%
	4%	22%	5%	25%	6%	28%

\*Note: For the purposes of this slide, “Committed” includes all offenses in which the individual was listed as an arrestee or suspect.

Source: FLPD RMS Data

### Part I Crimes

Of the 1,831 juvenile offenders (between 2010 and 2014):

- The top offender had 9 offenses.
- Only 22 had more than 3 offenses.

### All Crimes

Of the 5,186 juvenile offenders (between 2010 and 2014) for all crimes:

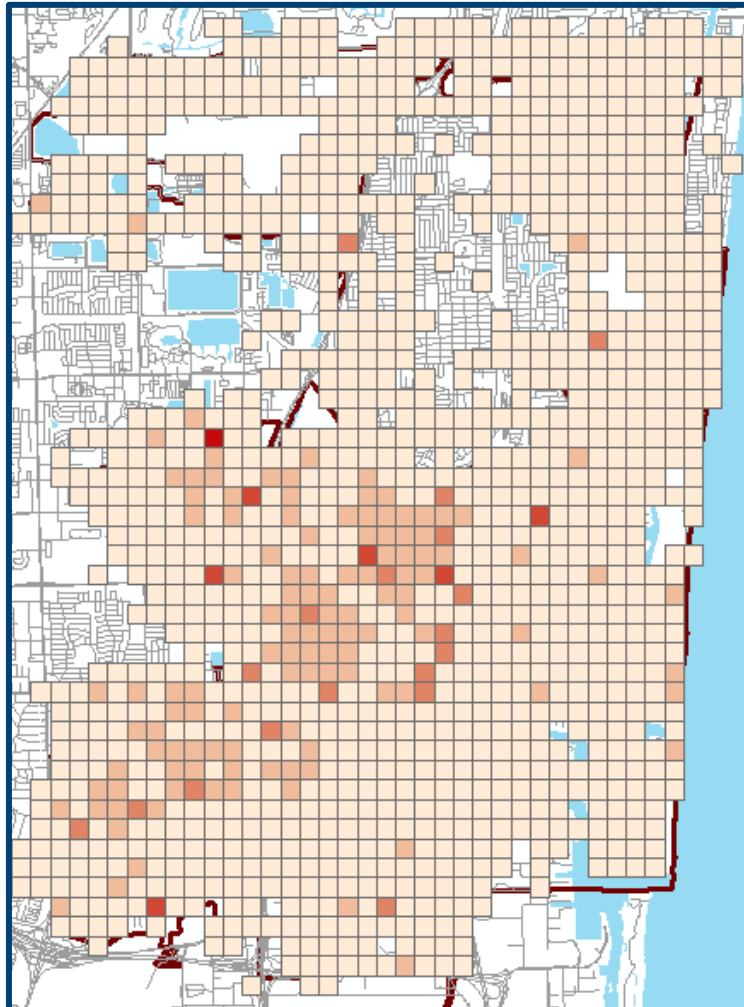
- The top offender had 14 incidents.
- 4 juveniles had 10 or more incidents.
- 87 juveniles had 5 or more incidents.
- 343 juveniles had 3 or more incidents.

### Weighted All Crimes

- The list of top offenders remained almost unchanged and slightly more concentrated.
- Weighing designates a higher value for more serious crimes.

# Juvenile crime has hot spots independent of adult crime

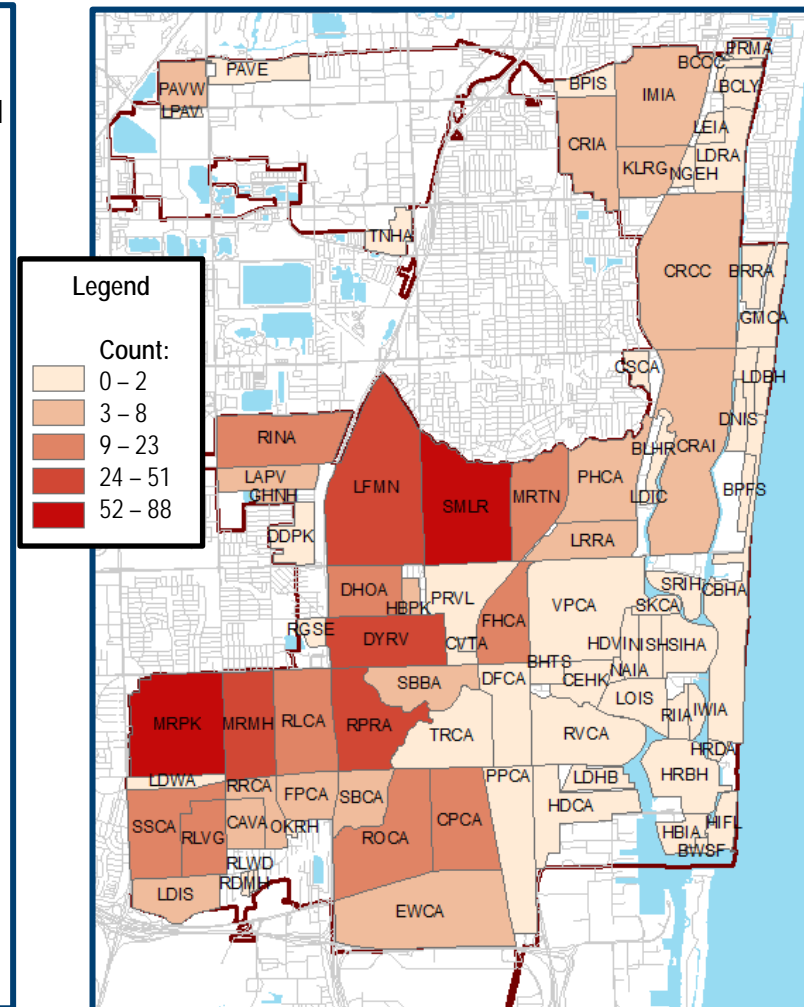
Correlation of Juvenile and Adult Crime Locations, 2010-2014



This map depicts the City of Fort Lauderdale broken into 1,000-foot grid cells.

- ▶ Dark red cells indicate areas of correlation between adult and juvenile crimes (all crimes).
- ▶ Correlation among all cells with at least one crime is weak at 0.47.
  - Juvenile crime has its own hot spots independent of adult crime.
- ▶ Top one percent of grid cells contains 38 percent of all juvenile crimes.
- ▶ Top 10 percent of grid cells contains 74 percent of all juvenile crimes.

Juvenile Burglaries by Neighborhood Association, 2010-2014





# On average, juveniles in the City of Fort Lauderdale wait over 100 days between arrest and disposition regardless of the crime category

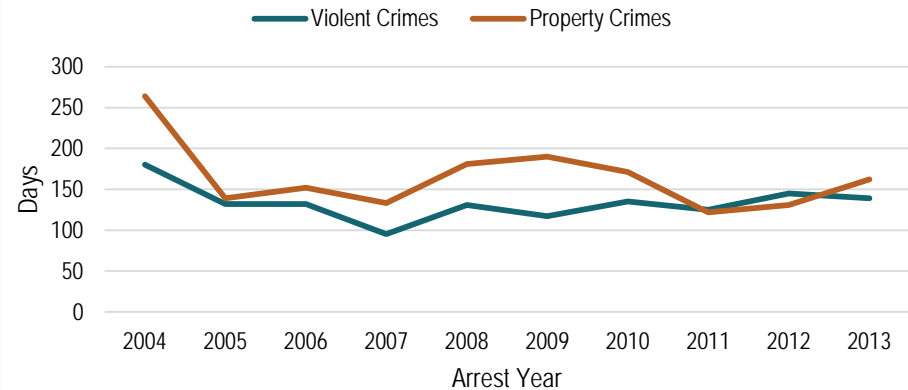
## Trends in Florida DJJ Data on Disposition Times

- ▶ Between 2009 and 2013, 13 percent of juveniles arrested by the FLPD had a previous charge still awaiting disposition.
  - 11 percent of juveniles arrested by the FLPD had previous charges from FLPD awaiting disposition.
- ▶ The data are reflective of the interviewee's opinions that Fort Lauderdale juveniles often face a long wait time between arrest and disposition.
  - The average wait time is over 100 days for almost all crime categories.
- ▶ Without data from the Court, causes of delays remain unknown.

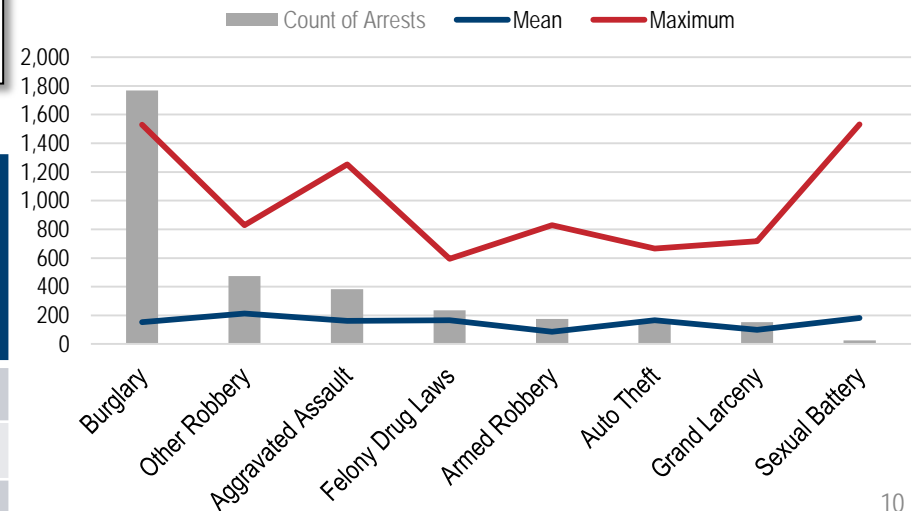
Time from Arrest to Disposition, 2009-2013

Arrest Type	Count (Total Number of Arrests)	Mean (Average number of days from arrest to disposition)	Maximum (Highest number of days from arrest to disposition)
All Arrests	7,189	130 days	1,531 days
Property Crime Arrests	2,742	132 days	1,530 days
Violent Crime Arrests	1,790	157 days	1,531 days

Average Number of Days from Arrest to Disposition for Violent and Property Crimes



Time from Arrest to Disposition for Selected Offenses, 2009-2013

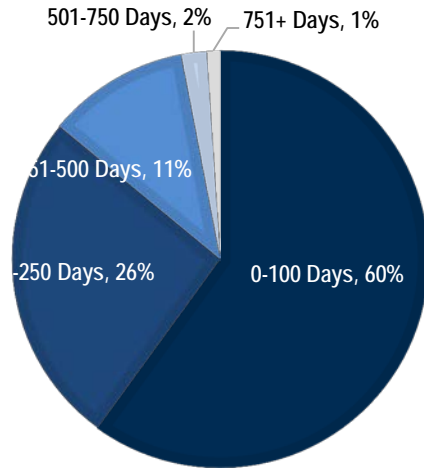


Source: Florida DJJ

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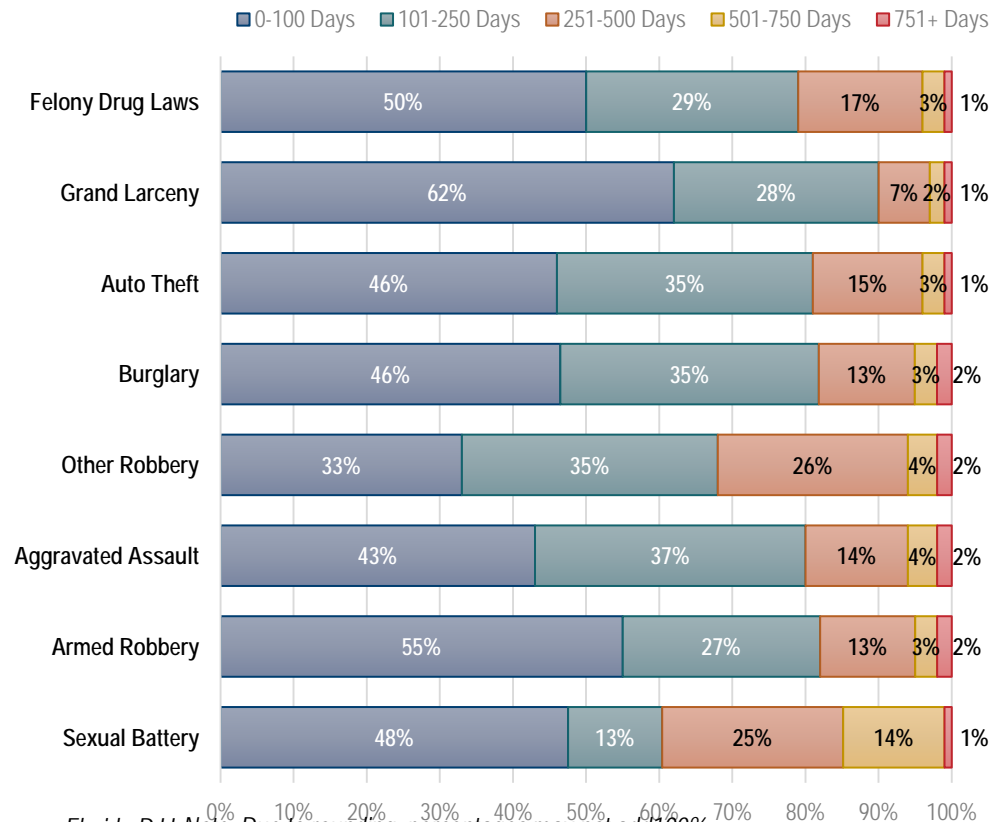
# There is some variation in average wait times from arrest to disposition across different offenses

Time from Arrest to Disposition, 2009-2013

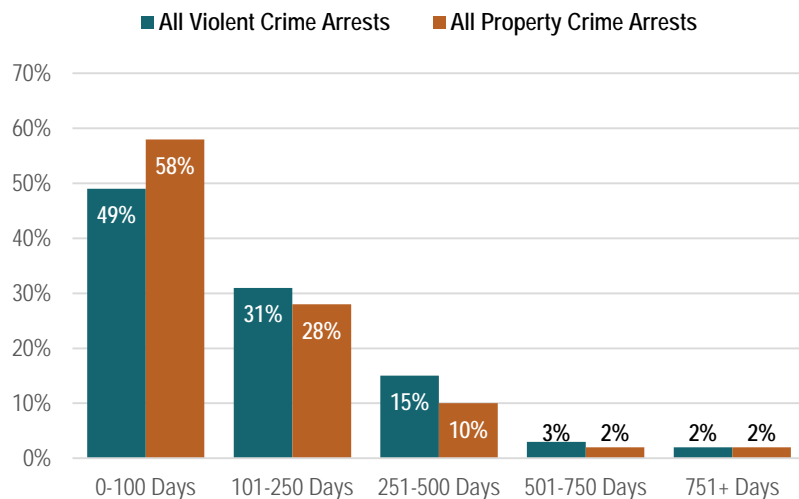


- ▶ Across all arrests, over half of the offenses are adjudicated within 100 days.
- ▶ There is not a large variation in adjudication times between property and violent crime offenses.
- ▶ Across all arrests, and within individual offenses, wait times of over 751 days never account for more than two percent of cases
- ▶ There is more variation in adjudication times when comparing specific offenses.
  - ▶ "Other robbery" (unarmed) offenses result longest adjudication times.

Time from Arrest to Disposition for Select Offenses, 2009-2013



Time from Arrest to Disposition, 2009-2013



Source: Florida DJJ Note: Due to rounding, percentages may not add 100%

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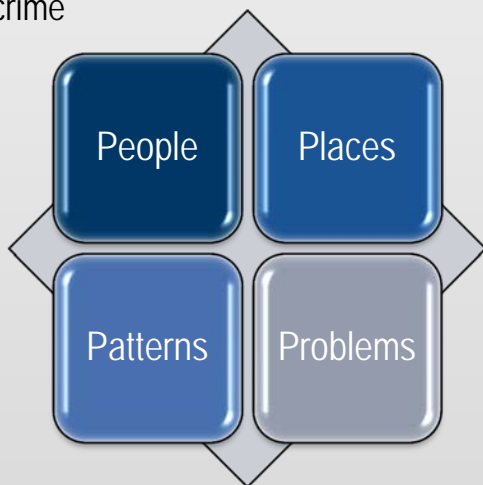
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# The FLPD has robust crime analysis capabilities that can be further focused for a greater effect on juvenile crime

Maximizing potential effects on any policing issue requires a focus in the following four areas:

- ▶ **People** – Repeat offenders and victims
- ▶ **Places** – Hot spots
- ▶ **Patterns** – Short-term groupings of crime
- ▶ **Problems** – Long-term or chronic groupings of crime



- ▶ Analysis can help determine which focus areas are most beneficial.
- ▶ Police can act in these areas with or without assistance from the rest of the criminal justice system.

- ▶ **People:** The FLPD's focus on top juvenile offenders could be improved with:
  - More robust metrics for the assignment of offenders to the "top" list—specifically, a weighted system that considers offense types, involvement and recency.
  - Utilization of a proper database for managing offender intelligence to better inform effective action.
- ▶ **Places and Patterns:** The FLPD currently utilizes effective patterns-focused analysis, with analysts frequently performing tactical crime analysis and patterns often discussed at CompStat meetings. The FLPD's analysis could be further improved with:
  - Incorporating hot spot policing initiatives.
  - Automating the pattern identification process.
  - Enacting policies to ensure crime pattern information issued by the crime analysis unit is swiftly acted upon.
  - Evaluating the different tactics that the agency uses to address patterns.
- ▶ **Problems:** The FLPD should incorporate initiatives focused on problem-solving for juvenile crime problems.
  - Problem-solving is perhaps the most effective way to address juvenile issues in the long-term.
  - Common juvenile problems include: disorderly youths in public places; bullying in schools; school vandalism and burglaries; and juvenile bicycle theft.
  - Problem-Oriented Policing (POP) starts with police data but goes beyond traditional datasets. It involves the collection of information from the community and the environment, often through qualitative methods.



# Data analysis and stakeholder interviews provided insight into criminogenic factors, operational impacts and data-driven decision-making capacity

Analysis of data relative to the three factors below, yield improvement opportunities to enhance data-driven decision-making to address juvenile crime in the City of Fort Lauderdale

## Criminogenic Factors

- ▶ Despite a decrease in both adult and juvenile arrests over the past few years, the percentage of arrests comprised of juveniles increased.
- ▶ Juveniles are associated with property crimes, specifically burglary and theft from a vehicle. These crimes are significantly higher than City population percentages.
- ▶ Juveniles face long wait times from arrest to disposition, which provides increased opportunities to re-offend.
- ▶ Lengthy processing times can result in juveniles receiving delayed treatment for crimes and adjudication for multiple crimes at once, long after the initial offense.
- ▶ Stakeholders system-wide, expressed similar concerns during interviews: chronic juvenile reoffenders, long processing times and property crime.

## Operational Impacts

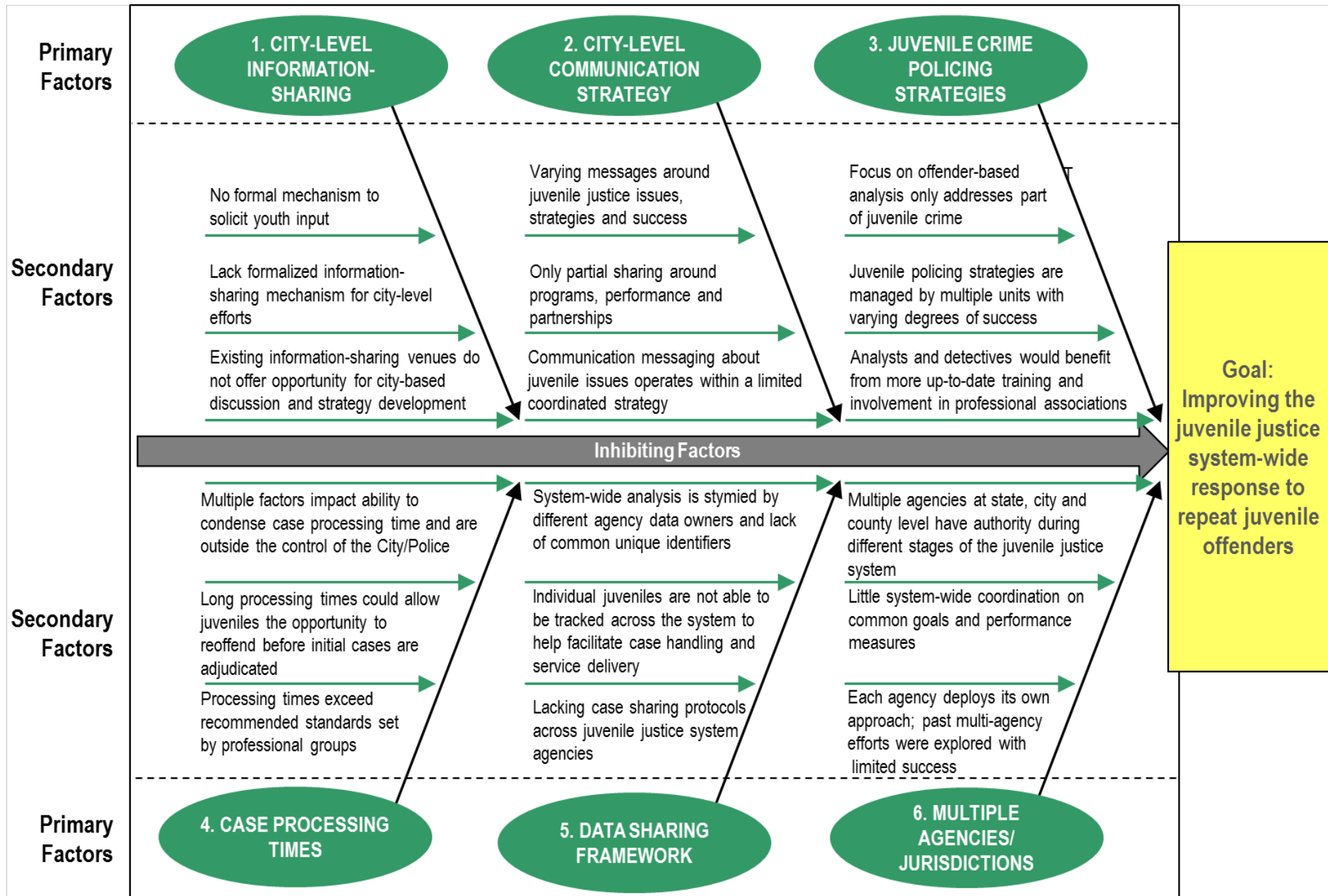
- ▶ The City of Fort Lauderdale has a robust strategic plan, but there are opportunities for more targeted information-sharing and communication around the juvenile crime problem.
- ▶ The FLPD is successful at line-level coordination and case specific information-sharing, but a more strategic approach to collecting and sharing data around juvenile crime could be implemented.
- ▶ Juvenile-focused training occurred during past in-service training events but should be ongoing to incorporate contemporary juvenile justice strategies.
- ▶ A collaborative, interagency effort is necessary to impact meaningful change, as multiple agencies are in charge at different stages of the process.

## Data-Driven Decision-Making Capacity

- ▶ A full assessment of the juvenile crime problem is hampered by siloed data and information-sharing efforts within each agency partner in the juvenile justice system.
- ▶ Current data-sharing framework limits ability to share and analyze complex, dynamic information and intelligence needed to design a multi-faceted strategy.
- ▶ The ILP approach has offered a way to focus efforts and target resources, but a focus on POP and hot spot policing, rather than top offender only, would have more impact on crime reduction.
- ▶ Additional training and participation in professional organizations for the FLPD crime and intelligence analysts will ensure most contemporary approaches and techniques are available.

**CONCLUSION:** Enhancing the City of Fort Lauderdale's data analysis capacity and information-sharing capabilities can improve the ability to track juvenile crime issues, increase system-wide efficiency and execute data-driven decisions.

# Map of contributing factors that influence the response to juvenile crime



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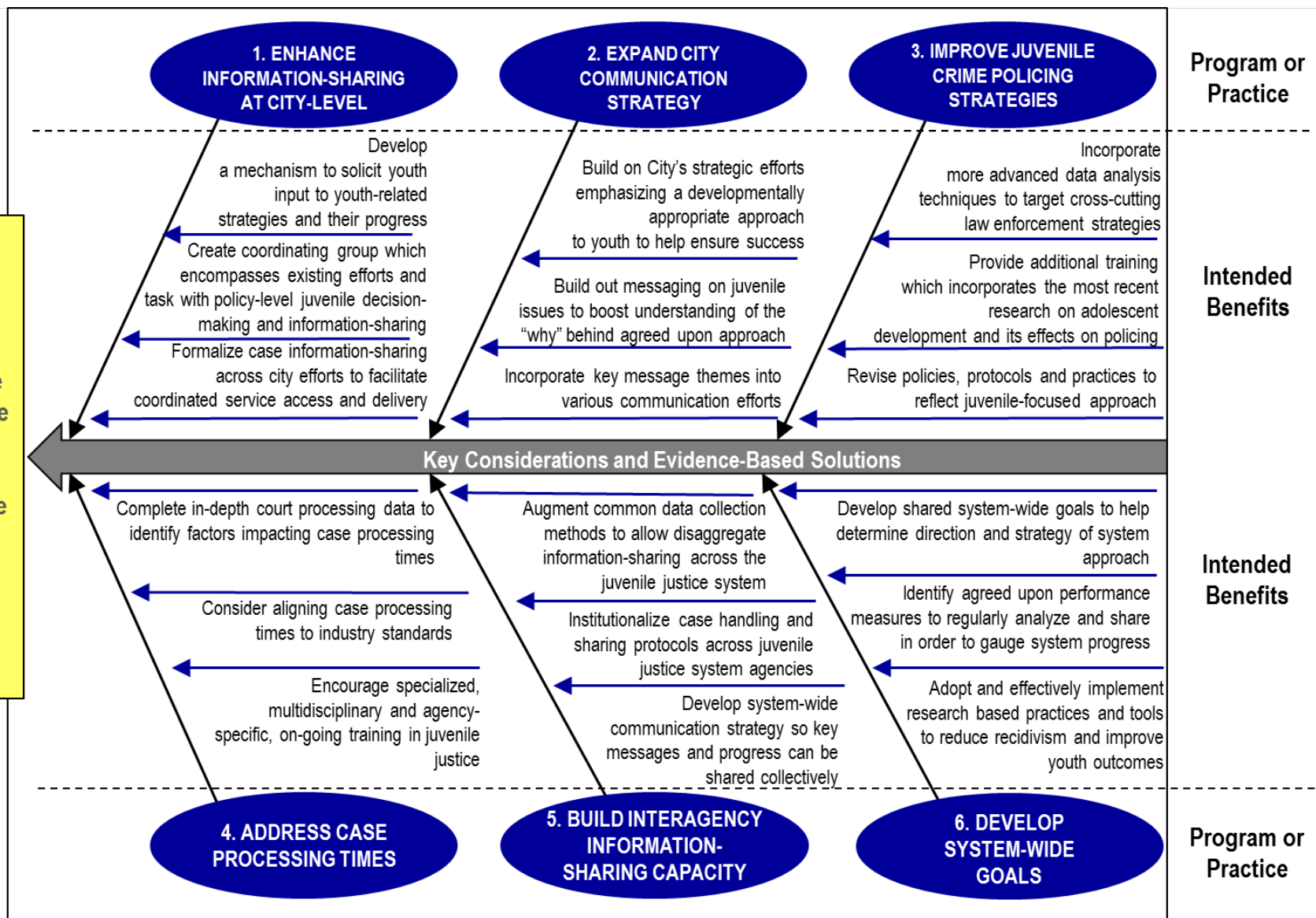
- ▶ Overview
- ▶ Key Findings
  - Analysis of Stakeholder Data
  - Analysis of Stakeholder Interviews
- ▶ Recommendations and Model Practices
- ▶ Training and Technical Assistance Plan





# Recommendations to improve the response to juvenile crime

Improving the juvenile justice system-wide response to repeat juvenile offenders





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# The Diagnostic Center proposes the following training areas to support a comprehensive, coordinated system-wide response

## Training and Technical Assistance Plan

### Short-Term (3 to 6 months)

### Long-Term (6+ months)

#### 1. Enhance City Responses

**Synopsis:** Focuses on opportunities to build relationships with and between youth and City police, criminal justice agencies and community stakeholders to:

- ▶ Develop a youth-focused communication message.
- ▶ Pursue an organizational structure to solicit youth input as well as coordinate and discuss policy-level responses across the City of Fort Lauderdale.
- ▶ Consider youth-focused policing strategies.

#### 2. Build Agency-Specific Capacity

**Synopsis:** Provides opportunities for criminal justice practitioners to build skills and agency capacity in:

- ▶ Adolescent development.
- ▶ Advanced crime analysis and problem-oriented policing.
- ▶ Juvenile case processing including judicial personnel.
- ▶ Youth focused strategies that utilize current best practices for:
  - School programming and school resource officers.
  - Mentoring.
  - Recreation.

#### 3. Build Peer-to-Peer Relationships

**Synopsis:** Identifies potential peer-to-peer relationships to establish model practices and leverage lessons learned in the areas of:

- ▶ Law enforcement strategies and diversion programs.
- ▶ City and police-youth relations.
- ▶ Coordination strategies with juvenile justice partners.

#### 4. Strategic System Support

**Synopsis:** Provides strategic support to juvenile justice system partners to improve case processing and information-sharing including:

- ▶ Continue support analysis of court processing data and facilitate initial policy discussions on best practices for decreasing processing time.
- ▶ Facilitate initial policy discussions on best practices to improve information sharing between agencies.

# Next Steps and Contact Information

## Next Steps

- ▶ Development of an implementation plan based on the City of Fort Lauderdale's selected priorities.
- ▶ Identification of specific training and technical assistance to support implementation.
- ▶ Selection of outcome measures and creation of a data collection and reporting plan.

## Contact Information for the OJP Diagnostic Center

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