

HOLLYWOOD POLICE DEPARTMENT



"A Commitment to Youth-Raising the Bar"
The Police Athletic League Project

**Hollywood Police Department
3250 Hollywood Boulevard
Hollywood, Florida 33021**

Introduction

Incorporated in 1925, the City of Hollywood, Florida is a thriving coastal community located in Broward County, Florida. Known as the "Diamond of the Gold Coast," Hollywood is home to approximately 140,000 full-time residents, according to the latest 2000 Census estimates. The population increases dramatically during the winter months when out of state "snowbirds" choose Hollywood as their vacation destination and part time residence. Situated between Ft. Lauderdale to the north and Miami to its south, Hollywood offers a culturally diverse community, with over seven miles of pristine beaches and a resurgent downtown, blending business, cultural and social activities. Encompassing approximately 30 square miles, the City is divided into 6 distinct geo-political Districts, each with its own elected representative to the City Commission. Featured in the October, 1997 issue of Money Magazine, Hollywood, Florida is thought to represent the "City of the Future" due to the diversity of it's ethnic and racial composition.

The modern day Hollywood Police Department is comprised of approximately 336 sworn Officers and approximately 254 full and part time support personnel, with an annual operating budget of approximately \$44 million. In July of 1999, newly appointed Chief of Police James H. Scarberry and his Command Staff implemented a Department wide Community Oriented Policing Philosophy designed to accommodate the needs of all residents, and particularly the specific needs and demands of the newly designed geo-political Districts. This radical change in operating philosophy incorporates 15 Neighborhood Police Teams of Officers at every level, across all shifts, who have dual responsibility for specific geographic areas of the City, as well as their primary enforcement duties. Simply put, the objective of the Hollywood Police Department's community policing philosophy is, "to improve the quality of life for every individual in the City of Hollywood," a purpose mandated in the Department's Mission Statement.

Under the able leadership of Chief Scarberry, the Hollywood Police Department was recently accredited by the Commission for Florida Law Enforcement Accreditation. This independent certification process further validates the Department's goal to be a "leading force" in the regional law enforcement community. The Department's progressive "business model" is a result of the collective efforts between management and rank and file Members who were invited to participate in the creation of the Department's inaugural Strategic Plan implemented in 2000. Due to the innovations and dedication of their leadership, today's men and women of the Hollywood Police Department proudly serve their community with a new-found sense of commitment and professionalism.

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Project Description

Juvenile crime and truancy, particularly in the minority neighborhood of Liberia, has been a constant challenge for the Hollywood Police Department for many years. The neighborhood of approximately 3100 residents, encompassing approximately 2 square miles of single and multi-family housing, has long been plagued with high crime rates, particularly street level narcotic sales, and order maintenance issues such as public consumption, loitering and code violations. According to the latest 2000 Census estimates, 39% of the Liberia population are under the age of 18, nearly double the overall City ratio of 21 %. When compared with other blue-collar neighborhoods in the City of Hollywood, Liberia ranks among the highest in minority population, unemployment and poverty level, and lowest in reported income.

The Police Athletic League provides a vital service to the residents of the Liberia neighborhood and surrounding communities. The original Hollywood PAL facility was outdated, increasingly incapable of accommodating the vast number of youth participating in this hugely successful program. Since the mid-1990's, the PAL Director made repeated pleas to the Department and City Commission for a desperately needed new facility. Like other mid-sized, cash strapped

municipalities across the nation, Hollywood leaders struggled to identify a funding means to address this worthwhile, but admittedly, low priority request. Construction of a new PAL facility was just not possible through traditional budgeting means.

Recognizing that the foundation of any Community Policing Philosophy must begin with a cooperative community effort involving our youth, the Police Athletic League provides the perfect venue for an enduring partnership that truly enriches our community's quality of life. After many years of failed initiatives from traditional enforcement responses to help reduce juvenile related crime and truancy, the Department focused on enhancing programs that have proved both successful and rewarding to the youth of our community over the years, namely the Police Athletic League. A new PAL facility could accommodate every child with a willingness to participate. The challenge for the new Chief and his Staff was to identifying a feasible means of funding construction for a desperately needed new facility.

While the Police Athletic League has been a long standing institution for youth intervention for the Hollywood Police Department since 1990, Chief James H. Scarberry "raised the bar" on September 10, 2001, when he dedicated a state of the art PAL facility, wholly funded by seized monies from the Law Enforcement

Forfeiture Fund. The 8000 square foot PAL facility dedication was the culmination of the vision and commitment codified in Chief Scarberry's Strategic Plan initiative, first implemented in 2000 and later extended to a 3 year initiative in 2001, to "Bridge the gap between Youth and Law Enforcement."

As with any worthwhile initiative, meeting or exceeding objectives is paramount to success. While it is relatively soon to measure the long term impact of the Department's commitment to a new facility, today's PAL is a thriving youth intervention program estimated to serve between 200 to 450 community youth daily, primarily from the minority Liberia neighborhood and surrounding communities. Preliminary indications for truancy and juvenile arrests suggests a decreasing trend. However, the true success of the newly dedicated PAL facility can be easily measured through the day to day interaction between law enforcement, community volunteers, the business community and the youth of our community resulting from the many programs and activities offered through the Hollywood PAL.

SCANNING

Juvenile violence and crime is widely perceived as one of our nation's most serious and growing concerns. Recent acts of school based violence have illustrated the need for greater efforts by law enforcement to respond to juvenile related violence. The City of Hollywood is not immune to the national epidemic of juvenile violence, and the Hollywood Police Department supports programs and a philosophy that fosters partnerships with our community's youth.

The Hollywood Police Athletic League, first adopted by the Department in 1990, has enjoyed unparalleled success in youth intervention since its inception. The program, which began from the trunk of a police vehicle, eventually evolved into a 4,000 square foot City owned facility, funded by a \$50,000.00 HUD grant and \$100,000.00 in matching funds from the City of Hollywood in 1991. However, by the mid 1990's the existing PAL facility was in need of replacement due to ever increasing participation from neighboring communities, particularly the nearby minority Liberia neighborhood. The infrastructure of the facility required a major overhaul, including replacing outdated plumbing and a new central air conditioning system. More critically, the facility could not accommodate the rapidly increasing youth population from the surrounding communities that had become reliant on the services of PAL.

The problem was obvious to the Department, City leaders and all community partners of the PAL. A long term solution required a new facility to continue this critical service to the community. Without a new facility, the PAL risked turning away thousands of the community's youth who participated in a wide variety of programs and activities administered through the PAL. The resulting impact from a community of suddenly idle youth was clearly unacceptable to the Department. Identifying a funding source for the construction of a new PAL facility became a priority for the new Chief, his Command Staff and all community partners of the Hollywood PAL.

ANALYSIS

Since its incorporation in 1925, the Members of the Hollywood (FL) Police Department have attempted to provide their residents with the highest quality of law enforcement services available. The Department's commitment to the youth of the community is well established and widely heralded for its innovation and scope. Administered through the Youth Services Section, the recently implemented School Anti-Violence initiative-"SAVI," is a concept that comprehensively addresses youth intervention through such programs as D.A.R.E., the School Resource Officer Program, the Police Explorers Program, the Boys and Girls Club, the Youth Mentoring Program, and the Police Athletic League. These programs are available to every juvenile from 6 to 18 years of

age who chose to participate. The youth based programs offered through Youth Services serve as the Departments foundation for incorporating the City's youth into the community policing philosophy.

According to the latest 2000 Census estimates, the racial composition of Hollywood is 62% White, 23% Black and 13% Other, truly representing a "melting pot" of diversity. The minority Liberia neighborhood of Hollywood is estimated to be 94% Black, largely disproportionate when compared to the City's overall 23%. The juvenile population of 39% is also disproportionate when compared with the City's overall 21%. With the highest percentage of juvenile population in the City of Hollywood, largely headed by a single female parent, the Liberia neighborhood is constantly challenged to break the cycle of juvenile poverty and crime. The residents of the Liberia neighborhood are amongst the most needy and dependent for the services offered through the Hollywood Police Athletic League.

The Hollywood PAL, administered through the Police Department and a volunteer Board of Directors, is committed to the following multi-dimensional objectives:

- ~. **To prevent juvenile crime and drug use.**
- . **To provide positive role models for our youth.**

- **To develop discipline, self-esteem and positive moral values.**
- **To create better relations through communication between law enforcement officers and the youth of our community.**

Most importantly, the Hollywood PAL provides a safe alternative to the idleness and anti-social behavior that frequently leads to juvenile delinquency.

First conceptualized in a directive to his Command Staff in a September 1999 memorandum, Chief Scarberry never lost sight of his altruistic goal to construct a new PAL facility. As part of a newly implemented Community Policing Philosophy, the Department's Command Staff, together with the Youth Services Division and the business community forged a partnership to make the Chief's "vision" a reality. Recognizing that the PAL was unlikely to secure funding from traditional budgeting means, the challenge of the Department was to identify an alternative funding source that would result in the construction of a new, "state of the art" PAL facility to service the community's youth for years to come.

Pursuant to the State of Florida's Contraband Forfeiture Act, the Department has accumulated significant assets through its aggressive seizures of illicit money from the arrest and successful prosecution of drug traffickers and money launders. By statute, the expenditure of Law Enforcement Forfeiture Funds must serve a legitimate law enforcement purpose. The Department and its

Members have enjoyed many benefits from Law Enforcement Forfeiture Funds over recent years at no expense to its taxpayers. This alternative funding source for traditionally unbudgeted projects has enabled the Department to expend millions of dollars on many worthy initiatives and projects that would have otherwise been shelved for lack of revenue.

RESPONSE

Clearly, the major obstacle threatening construction a new PAL facility was the significant funding necessary for such an ambitious project. Undeterred, Chief Scarberry and his Staff responded with an innovative solution, committing \$1.36 million in Law Enforcement Forfeiture Funds, wholly funding a new 8000 square foot PAL facility to be constructed adjacent to the existing facility. A Resolution seeking approval by the City Commission was passed on September 6, 2000. In addition to initial funding commitments by the Department, the plan required a sustained commitment based on partnerships with the business community and civilian volunteers, a responsibility tasked to the Department's Youth Services Section.

The LEFF funded PAL construction project is the most ambitious initiative to date and a milestone in innovative sources of funding for the Department. Since

its inception in 1990, the Hollywood PAL has been the recipient of nearly \$2,000,000.00 in LEFF sponsored funding. The Department has enjoyed many other successes as a result of tapping LEFF as an alternative funding source. Many of these projects have helped to further the Department's newly adopted Community Policing Philosophy. The following examples represent just a sample of recent successful LEFF funded initiatives and projects and serve to illustrate the Department's total commitment to a Department wide community policing philosophy.

The Officer Next Door Program

In October 2001, the Department dedicated \$50,000.00 in LEFF funding for a conjunctive effort between the Police Department and the Department of Housing and Community Redevelopment to lease homes in 5 designated neighborhoods throughout the City. Interested Officers are selected by the Chief of Police to take advantage of this free housing program for up to 3 years to help both Officers and the affected neighborhood embrace the Community Policing Philosophy. The Officer is responsible only for the cost of utilities

Neighborhood Network Centers

In an effort to decentralize services and bring Officers closer to the Communities they serve, the Department has identified several locations throughout the City

based on statistically high demand areas for police services. These Centers will co-house other City services, such as Code Enforcement to bring municipal services to the community. The Liberia Neighborhood Network Center was recently granted \$318, 000.00 for renovations to an existing facility and to offset initial operating costs. The Liberia Neighborhood Network Center is scheduled for completion in fall of 2002.

The Boys and Girls Club

The Boys and Girls Club is another of the many Departmentally sponsored youth intervention programs administered through the Youth Services Section. The Department estimates that over 5,000 children between the ages of 7 to 17 participate in services offered through the Boys and Girls Club. In November, 2001, the Department committed \$500,000.00 in LEFF funds to establish a second Neighborhood Network Center within the existing Boys and Girls Club facility. In addition to this monetary commitment, the Department assigns a full time Officer to staff the Boys and Girls Club.

School Resource Officer Program

The Department has committed \$750, 000.00 from LEFF funds for Fiscal Year 2001 and 2002 to fund the Department's contingent of 14 School Resource Officers. This has allowed the Youth Services Section to place a School

Resource Officer in every elementary, middle and high school located within the City.

Community Organizations

In November 2001, the Department committed \$573,000.00 to various organizations in support of drug treatment, drug abuse education, drug prevention and crime prevention.

In addition to these worthy projects, the Department has committed \$40,000.00 in LEFF funding to pay for the newly created position of civilian PAL Director. The newly appointed civilian Director is no stranger to the PAL. Retiring Detective Jerry Christiansen, the "founding father" of the Hollywood PAL, brings over 11 years experience to his new duties. He assumed his new position in April of 2002, just days after his retirement from nearly 30 years as a Hollywood Police Officer. The civilian position enables the Department to reallocate a sworn Officer to an area of greater need and guarantees a smooth transition for the Hollywood PAL and its community partners.

A Vision Realized

Through the determination and vision of the Chief, his Staff, and the many community partners associated with the Police Athletic League, on October 12, 2000, a groundbreaking ceremony marked the commencement of the new PAL

facility construction project. The new facility would include office space, a gymnasium, a boxing ring, a classroom with a computer lab, a game room, 2 basketball courts and 2 football fields.

On September 10, 2001, just 11 short months after breaking ground, the much anticipated new Hollywood PAL facility opened its doors during a ribbon cutting ceremony. The new PAL facility could now welcome all of our community youth, the only requirement being a desire to participate.

ASSESSMENT

Law enforcement frequently relies upon statistical comparison as a measurement of success. However, the impact of the newly dedicated PAL facility transcends traditional means of assessing success. The sports, educational and cultural programs and activities offered through the Hollywood PAL truly represent the Community Policing spirit of the Department, to bring together community volunteers, leaders, businessmen and local government for the most effective and enduring crime prevention tool at our disposal, "a commitment to our youth." The resulting benefits to the Hollywood Police Department and the community it serves from the new PAL facility, can be easily measured through daily observation of the vast number of youth participating in the many new programs flourishing at the PAL. The Youth Services Section

estimates youth participation in PAL programs and activities range from 200 to 450 daily.

Today, 1,700 Police Athletic League facilities, sponsored by over 300 law enforcement agencies, serve more than 500,000 youth annually in the United States, Canada, the U.S. Virgin Islands and Puerto Rico. The National Association of Police Athletic Leagues estimates that participation in PAL funded programs decreases juvenile delinquency/crime by 13% nationally. While the accuracy of this estimate can be subject for constant debate, the impact of the Police Athletic Leagues nationwide cannot be understated.

The altruistic partnerships formed between law enforcement, local government and community organizations for the common good of the Hollywood PAL, embody the Community Policing Philosophy the Department continually strives toward. The Hollywood business community, local charitable organizations, individual contributors, and fundraisers account for an estimated \$51,000.00 of the annual operating budget for the Hollywood PAL, nearly half of the projected fiscal 2002 budget of \$111,500.00. Local and national corporate and organizational partners include:

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|--------------------------|-------------------|
| ◆. McDonalds | ◆. H & K Concrete |
| ◆. Joe Sonken Restaurant | ◆. Jaycees |
| ◆. Einstein Bagels | ◆. Temple Beth El |
| ◆. Coca Cola | ◆. Rotary Club |

- ♦. K-Mart
- ♦. BJ's Wholesale Club
- ♦. Home Depot
- ♦. Intercept Investigations
- ♦. Kiwanis
- ♦. American Legion
- ♦. Jewish Federation
- ♦. National and Florida PAL
- ♦. National Football League
- ♦. City of Hollywood Parks and Recreation Department

DECLINING TRUANCY RATES:

The reported truancy pick-up rate for the 2000-2001 school year declined nearly 20% from the 1999-2000 school year, from 412 to 342. For the current 2001-2002 school year, there has been 188 incidents of reported truancy pick-ups to date. A projected 279 incidents of reported truancy pick-ups for the 2001 -2002 school year suggests a continuing declining trend and the positive influences of youth intervention programs such as PAL.

JUVENILE RELATED CRIME:

Reduction in juvenile crime is a fundamental goal of all youth intervention programs. Probably the single most important measure of success of any law enforcement initiative, and understandably the most important to the civilian community, is a decrease in reported crime rates. A recent 4 year statistical comparison *for the 1st quarter of 1999 through 2002* reveals *a continuing declining trend in juvenile arrests*. Although juvenile crime has increased 4% for the period 1998 to 2001, the juvenile population has increased at a slightly

higher rate of 5%, suggesting a positive trend. A recent study by the Crime Analysis Unit for the Liberia neighborhood and the Neighborhood Police Team serving this area, reveals mixed, but positive juvenile trends. While juvenile crime has increased slightly, crime such as burglary, larceny, felony assaults, robbery, narcotic related crimes, shoplifting and vehicle crimes have all decreased during the sample study period of 1998 to 2001.

HOMETOWN SUCCESS:

In 1990, Hollywood resident Andy Diaz was in need of guidance and direction to prevent him from seeking gang affiliation and a life teetering on criminal activity. Fortunately for Andy he found acceptance from Detective Jerry Christiansen and the Hollywood PAL. Ironically, today Andy serves as a Sergeant for the Hollywood Police Department in the Community Policing Division. During his 8-year career Andy has enjoyed assignments as a Neighborhood Police Officer and served as a supervisor in the Youth Services Section, as Detective Christiansen's Sergeant.

PAL SPONSORED PROGRAMS:

Due to the great success of the new facility, the Hollywood PAL sponsors an increased number of youth programs and activities throughout the year, with 2001 a particularly auspicious year for the Hollywood PAL. The Hollywood PAL

sponsors a wide variety of athletic programs to include baseball, basketball, boxing, cheerleading, football, karate, girls softball, track and field, and weight training. Educational and cultural programs administered through PAL include, a GED program, English for Speakers of Other Language, (E.S.O.L.) classes, a computer training lab and philharmonic lessons. The following illustrates some of the many successful program highlights of the Hollywood PAL during 2001:

- . A nationally recognized boxing program, which achieved 4 State Golden Glove Gold Medals and 2 National Junior Olympic Titles.
- . 1st Place in the PAL National Championship Baseball Tour, (16 year old age bracket).
- . PAL National Girls Basketball Champions (14 year old age bracket).
- ◆ . PAL State Boxing Championships, 3 Gold Medals.
- . A PAL sponsored Christmas Party with a scooter giveaway to 250 local youth.
- . A PAL athlete was selected to attend the Olympic Training Center.

Unquestionably, a program of this magnitude requires a sustained commitment from the Department and all community partners of the Hollywood PAL. The Hollywood Police Department clearly demonstrates "a commitment to the youth" of its community through an ready willingness to commit the revenue and resources necessary to further its Community Policing Philosophy through a wide variety of youth intervention programs, particularly its proudest program, the Hollywood PAL.

It is this commitment that guides every Member of the Department and qualifies the success of our Community Policing Philosophy. Guided by the principles endorsed by Dr. Goldstein, the leadership of the Hollywood Police Department has provided its Members with the strategic clarity necessary for a successful transition to a Department wide Community Policing Philosophy.

Agency Information

o At what level of the police organization was this problem-solving initiative adopted?

The PAL facility initiative was originally identified by the Youth Services Section, specifically Detective Jerry Christainsen, the long time Officer assigned as Director of the Hollywood PAL. His persistence paid dividends when Chief Scarberry and his Command Staff committed to funding a new facility.

o Did officers or management receive any training in problem oriented policing and/or problem solving before the project began or during its execution?

All Members of the Hollywood Police Department have received training in the fundamental principals of problem solving and Community Policing endorsed by Dr.Goldstein. The Department continues to support additional training at all levels, as it becomes available.

o What issues/problems were identified with the problem-oriented policing model or the problem solving model?

Most notable was the funding necessary for the PAL project. Other concerns involved facility location, personnel staffing and sustained community partnerships.

o What general resources were committed to this project, and of those resources, what went beyond the existing department budget?

The entire PAL facility project was funded with Law Enforcement Forfeiture Funds. Additionally, a new civilian Director has replaced the sworn Officer who served as PAL Director for the past 11 years. This new civilian position will also be funded by LEFF.

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