

# PUBLIC SAFETY COORDINATING COUNCIL

## AGENDA

### FOR

Meeting on Tuesday, March 26, 2024  
4:00 P.M. – 5:00 P.M.

- I. Approval of February 27, 2024, Meeting Minutes – Chairman Proctor
- II. Leon County Community Safety and Engagement Action Plan Presentation – Dr. Randy Nelson, President, 21<sup>st</sup> Century Research & Evaluations, Inc.
- III. LCDF Population Updates and Discussion – Asst. Sheriff Gilmore, Leon County Sheriff's Office
- IV. Court Administration Reports – Ina Hawkins, Detention Review Coordinator
- V. Electronic Monitoring Reports – Kimberly Holland, IDA Coordinator
- VI. Other Business:

Next Meeting: *April 16, 2024*

*4:00 PM*

*Commission Chambers, 5<sup>th</sup> Floor, Leon County Courthouse*

Public Safety Coordinating Council

February 27, 2024, Meeting Minutes

**Council Members (or designee) in Attendance:**

Commissioner Bill Proctor	County Commission
Judge Augustus Aikens	Judiciary
Asst. Sheriff Argatha Gilmore	Leon County Sheriff's Office
Jessica Yeary	Public Defender's Office
Brylan Jacobs	Florida Department of Corrections
Owen McCaul	Assistant State Attorney
Anne Meisenzahl	Big Bend AFTER Reentry Coalition
Nancy O'Farrell	NAMI Tallahassee

**Council Members Not in Attendance:**

Teresa Broxton	Office of Intervention and Detention Alternatives
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**Also, in attendance:**

Captain Carroll	Leon County Sheriff's Office
Wanda Hunter	Leon County Administration
Kimberly Holland	Office of Intervention and Detention Alternatives
Blanca Chavez-Delgado	Judicial Assistant, Judge Ashenafi Richardson
Elaine Webb	Tallahassee Bail Fund
Malia Bruker	Tallahassee Bail Fund

The meeting was called to order at 4:00 PM

#### Issues Discussed

I. Approval of the January 30, 2024, Meeting Minutes

Owen McCaul moved to approve the minutes from the January 30, 2024, meeting; seconded by Brylan Jacobs.

*The motion passed 10-0.*

II. Tallahassee Bail Fund

Elaine Webb and Malia Bruker joined the meeting to present information on the services provided by the Tallahassee Bail Fund (TBF). Ms. Bruker shared that the TBF is a 501(c)(3) non-profit organization that began in May 2020. The TBF had its first bailout in June 2020 and has bailed out approximately 80 people since. Ms. Bruker advised the Council that TBF receives most of their referrals from the Public Defender's Office and directly from the community.

Ms. Bruker explained that the TBF members review each request for assistance by reviewing and discussing the individual's arrest affidavit, prior criminal history, charges, and then decides collectively whether to post the individual's bail. The TBF typically does not assist individuals with current charges or a criminal history involving domestic violence or crimes against minors. After approving an individual for assistance, the TBF delivers funds obtained from a revolving account to the detention facility to have the individual released. At the time of the individual's release, the TBF provides them with a backpack containing toiletries, a \$25 gift Visa gift card, bottled water, snacks, and a folder and pen to keep track of important information.

The TBF maintains an account of revolving funds through community donations and bail money returned after assisted individuals attend all scheduled court dates and their cases are disposed of. Ms. Bruker shared that TBF has recently received a large grant from Trinity United Methodist Church which will assist with their long-term sustainability. The funds will be primarily used to pay for clients' aftercare services after their release from the Leon County Detention Facility.

Ms. Webb shared that the TBF prioritizes people who are disproportionately affected by the system such as people of color, women, individuals with mental health disorders, physical limitations, or individuals in the LGBTQ community.

Ms. Webb stated the TBF currently has 13 clients on pre-trial release. Additionally, the TBF has not had any bail funds estreatures due to failures to appear for scheduled court appearances. Ms. Webb also shared that the TBF has paid cash bail for forty-three (43) clients since 2020; used surety bonds for thirty-one (31) clients; and declined to post bail/bond for ten (10) clients but provided other forms of support to them post-release. To date, the TBF has provided a total of \$60,600 towards cash bail/bond.

Commissioner Proctor asked Ms. Webb and Ms. Bruker what are the core values that drive the altruistic work of the TBF. Ms. Webb shared that they are a non-faith-based organization and collectively believe that the way society, especially the criminal justice system, is not operating on a level playing field and disadvantaged individuals are severely impacted because they are not able

to access the relief that someone with means can. Ms. Bruker added that the organization is a social justice organization wanting to make a difference in the place that we live.

Commissioner Proctor acknowledged that the TBF efforts assist with the PSCC's mission to reduce and manage the detention facility population. He asked Ms. Yeary to keep the TBF in mind when identifying programs and initiatives for future funding recommendations.

III. Introduction of New Public Safety Coordinating Council Appointment (Kelli Mercer)

Ms. Holland introduced Ms. Kelli Mercer, Program Director for Behavioral Health at HCA Healthcare. Ms. Mercer will serve in the statutorily required position of a "director of a local substance abuse treatment center", formerly filled by Paul Knoll. Ms. Mercer was unable to attend due to an emergency but has confirmed she will attend the March meeting.

IV. Leon County Detention Facility Population Updates and Discussion- Asst. Sheriff Gilmore, Leon County Sheriff's Office

Capt. Carroll presented the Leon County Detention Facility (LCDF) Status Report for 2/26/2024 (Attachment #1). He reported that the LCDF population was 921 as of 2/26/2024 and there are eight juveniles being housed in Jefferson County.

Commissioner Proctor asked what is contributing to the declining trend of the detention facility's population. Capt. Carroll shared that he believes there are two factors: 1) the courts are disposing of more cases, and 2) an increase in the number of individuals transferred to the Department of Corrections over the past two weeks.

Commissioner Proctor shared that he attended the Tallahassee Urban's League campaign launch to end gun violence in the community through key chains reminding citizens to lock their car doors to prevent guns from being stolen and used in crimes. Commissioner Proctor reflected on the Sheriff's "Anatomy of a Homicide" report released in September 2021 which reflected poverty as a factor of criminal behavior. He inquired if the Council members believe that poverty is linked to crime and the detention facility's population. A.S. Gilmore stated that research does show that poverty is a key factor which is reflected in the demographics and zip codes contained in the report. She further commented that research shows gun violence and crimes are connected to socioeconomics in communities across the nation.

Commissioner Proctor reflected on the importance of him being able to convey to other local leaders the impact and significance of continued funding for programs that address and provide constructive activities in impoverished communities. He stated that when we identify factors that contribute to crime, we have a community to address them.

Capt. Carroll shared age data on the detention facility's population. Commissioner Proctor inquired if mental health diagnoses are reflected in one age group more so than others. Capt. Carroll stated that they are beginning to see an increase in individuals with varying forms of dementia. The council members discussed the challenges of housing individuals with dementia in the detention facility, identifying alternative housing options for them in the community, the inability to transfer

individuals with dementia to Florida State Hospital, and the stage of dementia when the crimes are occurring, on set or as the condition progresses.

A.S. Gilmore stated approximately 50% of the detention facility's population has a mental health diagnosis (ranging from major depression to schizophrenia). She reported that FAMU and FSU have interns coming into the detention facility and assisting in treatment for individuals with mental health diagnosis.

Capt. Carroll shared data on the number of individuals and the length of stay for individuals charged with violations of probation (VOP). Commissioner Proctor commented on the cumulative number of days in custody for VOP cases and the cost of incarceration. Ms. Meisenzahl inquired about alternatives to incarceration for VOP cases. Mr. Jacobs advised there is an Administrative Order authorizing the Department of Corrections (DOC) to impose alternative sanctions for technical violations.

V. Court Administration Reports- Ina Hawkins, Detention Review Coordinator

The report is provided as Attachment #2.

VI. Electronic Monitoring Reports- Teresa Broxton, IDA Director

Ms. Holland presented the Electronic Monitoring Program Report for January 2024 (Attachment #3).

VII. Other Business:

Ms. Meisenzahl asked for an update on the PSCC's Workgroup progress on housing services for the FY 23/2024 funding allocation. Ms. Holland shared representatives from the Office of Intervention and Detention Alternatives, Human Services and Community Partnerships, and County Administration met with multiple transitional housing providers in the community to learn more about the services they provide. Ms. Broxton will schedule a meeting with the PSCC Workgroup to share details on the proposal for housing services in March.

Commissioner Proctor announced that Dr. Randy Nelson will be attending the March meeting to present the "Leon County Community Safety and Engagement Action Plan".

Next Meeting: March 26, 2024

4:00 PM

Commission Chambers, 5<sup>th</sup> Floor, Leon County Courthouse

# Public Safety Coordinating Council

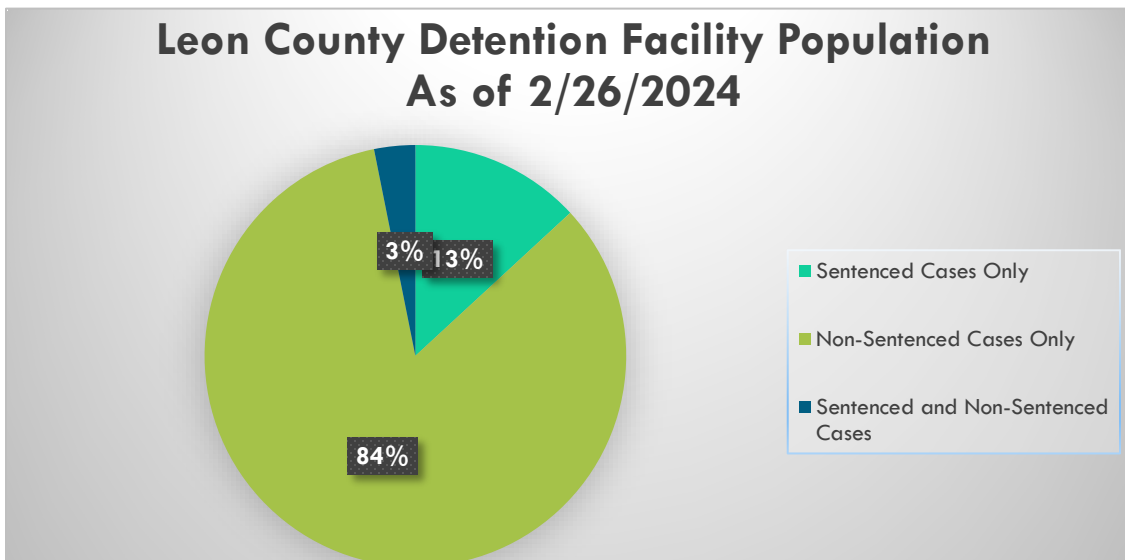
## Leon County Detention Facility

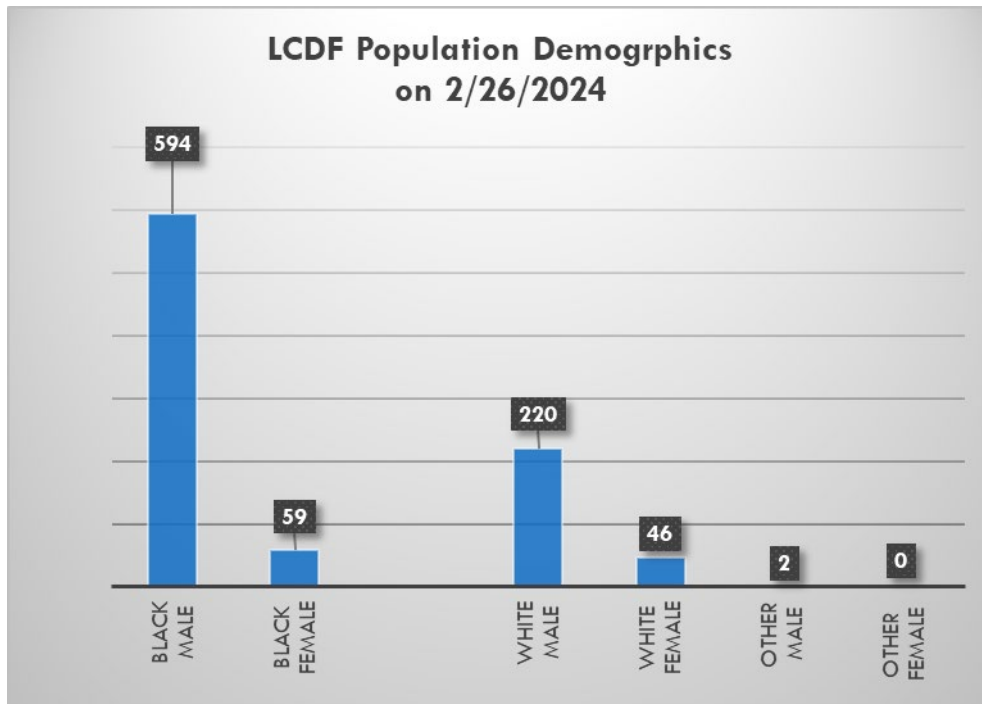
### Status Report for 2/26/2024



**LCDF Population = 921**

LCDF Total Population	
Sentenced Cases Only	121
Non-Sentenced Cases Only	771
Sentenced and Non-Sentenced Cases	29





Males					
Age Group	White	Black	Oriental/ Asian	American Indian	No Data
Juveniles	0	4	0	0	0
18-29	51	232	0	1	0
30-39	67	192	1	0	0
40-49	56	100	0	0	0
50-59	28	54	0	0	0
GT 59	19	22	0	0	0

Females					
Age Group	White	Black	Oriental/ Asian	American Indian	No Data
Juveniles	0	0	0	0	0
18-29	14	23	0	0	0
30-39	18	25	0	0	0
40-49	11	8	0	0	0
50-59	6	7	0	0	0
GT 59	1	2	0	0	0

Sentenced Cases Only	
Felony	116
Misdemeanor	3
Felony and Misdemeanor	2

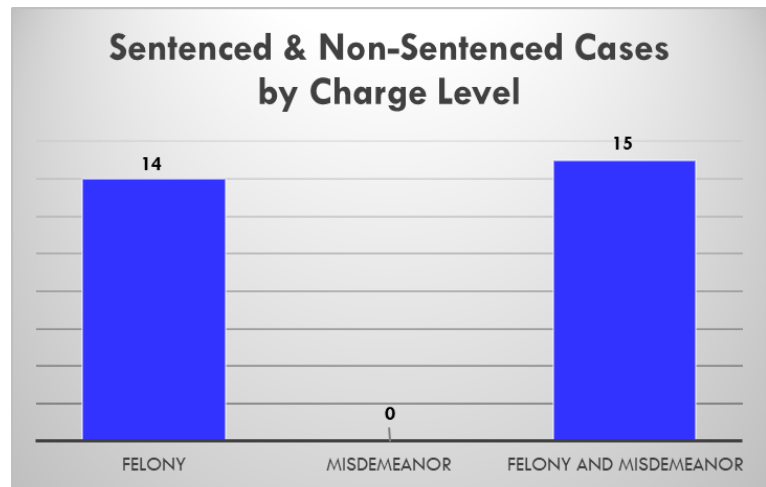
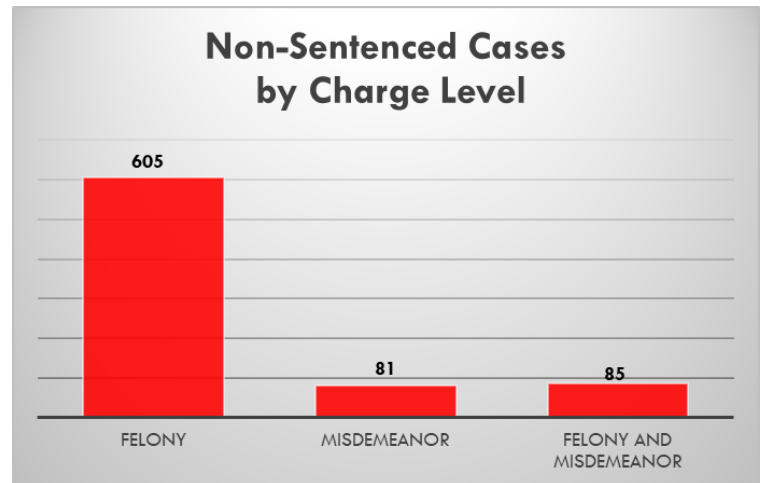
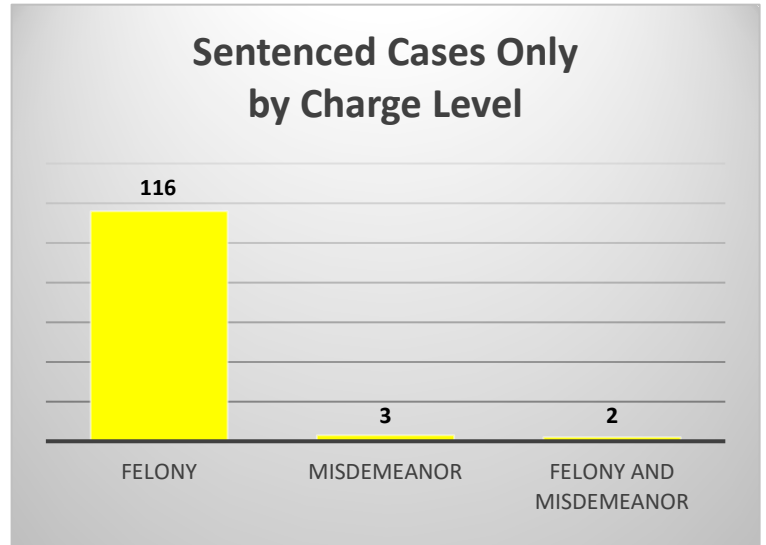
Males		Females	
Black	75	Black	11
White	32	White	3
Other	0	Other	0

Non-Sentenced Cases	
Felony	605
Misdemeanor	81
Felony and Misdemeanor	85

Males		Females	
Black	498	Black	46
White	183	White	42
Other	2	Other	0

Sentenced & Non-Sentenced Cases	
Felony	14
Misdemeanor	0
Felony and Misdemeanor	15

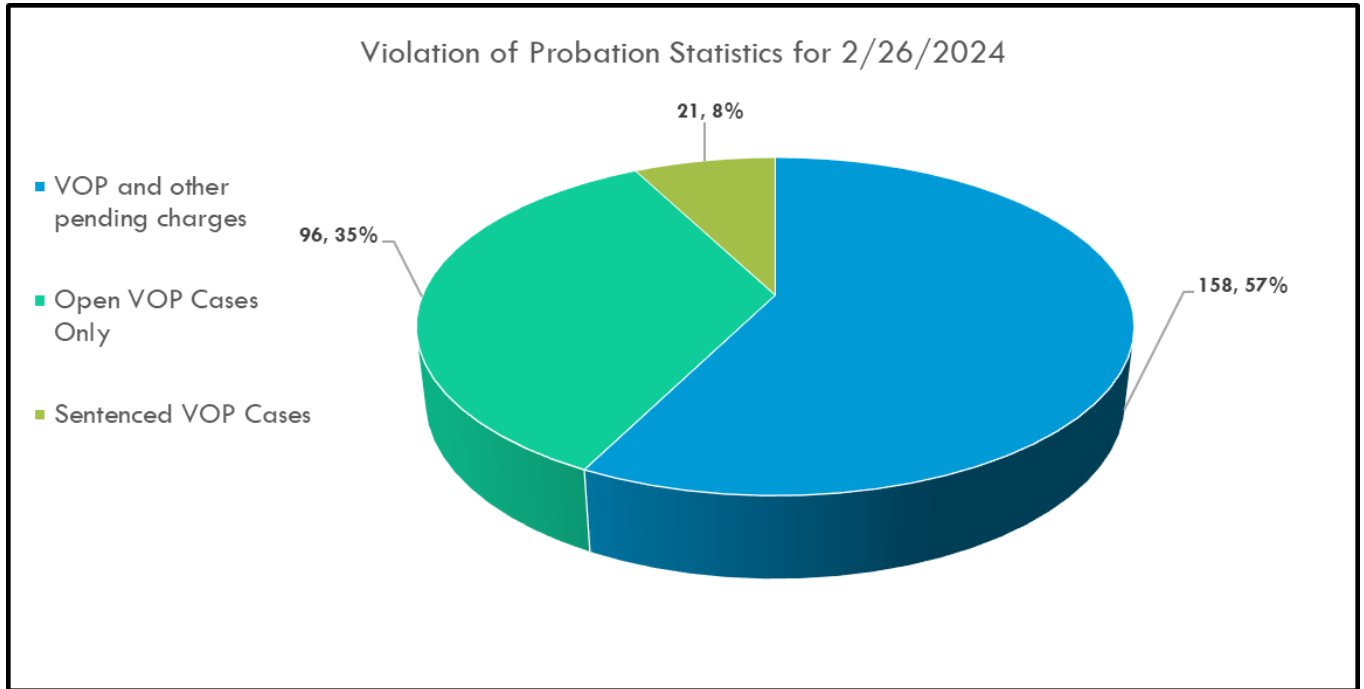
Males		Females	
Black	21	Black	2
White	5	White	1
Other	0	Other	0



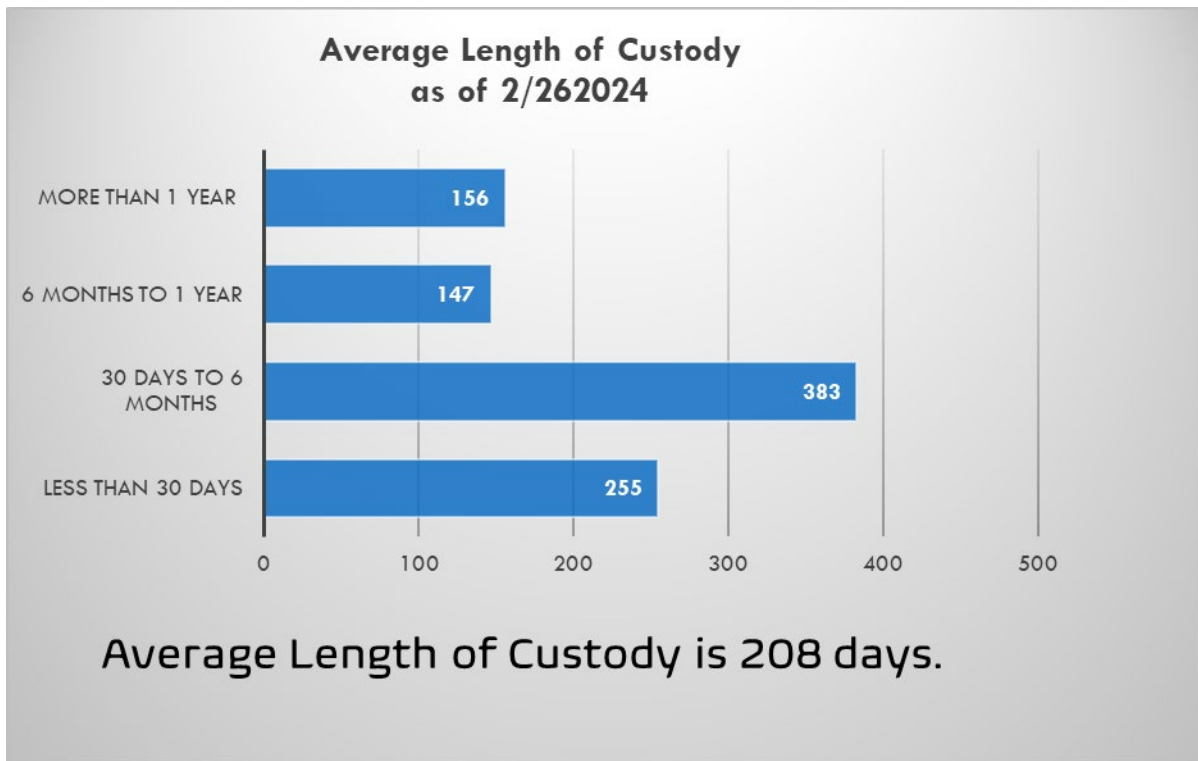


	# of Inmates	Total Days in Jail Since Last Arrest	Average Days in Jail Since Last Arrest
VOP and other pending charges	158	26,581	168
Open VOP Cases Only	96	5,120	53
Sentenced VOP Cases	21	2,950	141

*\*The total of 254 open VOP cases was inclusive of Open VOP Cases Only, 158 is the total number of open VOP cases with other pending charges and eliminates any duplication.*



Average Length of Custody as of 2/26/2024	
Less than 30 Days	255
30 Days to 6 Months	383
6 Months to 1 Year	147
More than 1 Year	156



Bond Amount Range	Total # of Inmates	Charge Type			Avg. # of Days
		Felony	Avg. # of Days	Misdemeanor	
Up to \$1,000	34	11	65	23	34
\$1,001 - \$2,500	14	11	78	3	48
\$2,500.01 - \$5,000	23	21	92	2	116
\$5,000.01 - \$10,000	16	16	69	0	0
\$10,000.01 - \$50,000	24	24	182	0	0
More than \$50,000	15	15	571	0	0

## LCDF Population by Type of Offense

<b>Felony Charges</b>	
Other Felony Offenders	232
Drugs	122
Other Personal/Violent Offenders	138
Murder	105
Theft/Fraud	78
Burglary	55
Robbery	56
Sex Offense	24
Other Property Offenders	13
Bad Check	0

<b>Misdemeanors</b>	
Bad Check	0
Non-Check	78
Traffic	18
Civil	3
Holds	15

<b>Juveniles</b>	
Felony	0
Murder	2
Sex Offense	0
Robbery	1
Drugs	0
Other Personal/Violent Offense	1
Burglary	0
Other Felony	0
Misdemeanor	0

# **Public Safety Coordinating Council (PSCC)**

## **CRIMINAL CASE MANAGEMENT**

**Monthly Report for  
February 27<sup>th</sup>, 2024**

### **VETERANS TREATMENT COURT:**

**Current Number of Veterans in LCDF (2 in VTC): 11**

Of the 11 Veterans in LCDF:

- 7 are set for court hearings
- 2 have been disposed; waiting on release dates or DOC pick up
- 2 have new charges (VTC clients)

**Current VTC Caseload: 29**

Of the current caseload, 2 are in LCDF as a result of new charges.

#### **Notes:**

- Next graduation date set for March.
- VTC is need of mentors. If you know a veteran that would like to be a volunteer mentor, please have them contact Kendra Broxsie at 850-606-4430

## **MENTAL HEALTH:**

### **Current Number of Defendants on the Misdemeanor Mental Health docket: 23**

\*Of the 23, 5 are in the LCDF (2 with felony cases/3 cases where release/treatment plan is being developed)

### **Active Mental Health Caseload (defendants with cases set for MH type Court dates): 249**

### **Competency Evaluations**

\*Average number pending has remained 100 plus for several months; seeing increase in number of MH cases and in number of evals requested.

- 97 pending
  - 46 in the Community
  - 48 in LCDF
  - 2 in Programs (FSH/DDDP/Apalachee Residential)
  - 1 in Other (prison/other jails)

### **Waiting to be Placed with DCF/APD: 8**

- DCF – 8 (6 male/2 female)
- APD – 0

**Waiting to Return to LCDF: 1** (2 additional clients being held on Rubio at FSH)

## **DRUG COURT (Felony):**

**Current FDC caseload: 41**  
**Number currently in LCDF - 0**

- Drug Court currently has two participants ready for graduation on March 1<sup>st</sup>, 2024.
- All treatment sessions, court hearings and staffing are continuing to be held via zoom and/or in person.

## ***LEON COUNTY SUPERVISED PRETRIAL RELEASE PROGRAM***



### *Electronic Monitoring Program Report For the Month January 2024*

## Monthly Statistical Data January 1, 2024 – January 31, 2024

Table 1

	Enrolled on G.P.S.	Ordered G.P.S. but NOT Enrolled	Enrolled on G.P.S. (Probation, Mental Health & VTC)	Ordered GPS but NOT Enrolled (Probation, Mental Health, & VTC)	Enrolled on SCRAM	Ordered SCRAM but NOT Enrolled (SCRAM)	Enrolled on SCRAM (Probation, Mental Health & VTC)	Ordered SCRAM but not Enrolled (Probation, Mental Health & VTC)	Total Enrolled on EM
<b>Beginning Caseload (Previous Month)</b>	92	78	8	4	11	4	5	0	116
<b>New Clients Assigned</b>	20	0	1	0	4	0	0	0	25
<b>Transferred In</b>	1	2	0	0	0	0	0	0	1
<b>Clients Reins. From Inactive</b>	5	-5	1	-1	1	-1	0	0	7
<b>Clients Dropped to Inactive</b>	-10	10	0	0	-2	2	-1	1	-13
<b>Transferred Out</b>	-2	0	0	0	-3	0	0	0	-5
<b>Clients Terminated</b>	-7	-7	-2	-1	-1	-1	0	0	-10
<b>Successful</b>	-7	-4	-2	0	-1	0	0	0	-10
<b>Unsuccessful - Court Action</b>		-3		-1		-1		0	-5
<b>Ending Caseload for Month*</b>	99	78	8	2	10	4	4	1	121

\*The chart above depicts the caseloads as of the last day of the month.

\*As of January 31<sup>st</sup>, after violations and closures there were 107 defendants being supervised on Active G.P.S. units.

\*There are no defendants ordered to wear both a G.P.S. and SCRAM monitor simultaneously.

\*There are 5 (5-GPS and 0-SCRAM) defendants assigned to Mental Health Pretrial Release being supervised on electronic monitoring.

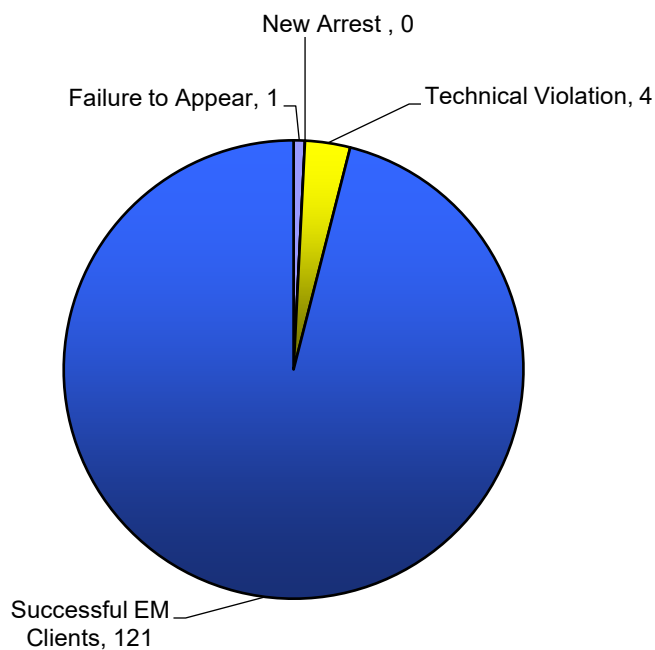
Table 2

<b>EM Unsuccessful Closures</b>	GPS	SCRAM	Total EM
FTA Rate	1	0	1
New Arrest Rate	0	0	0
Tech. Violation Rate	3	1	4

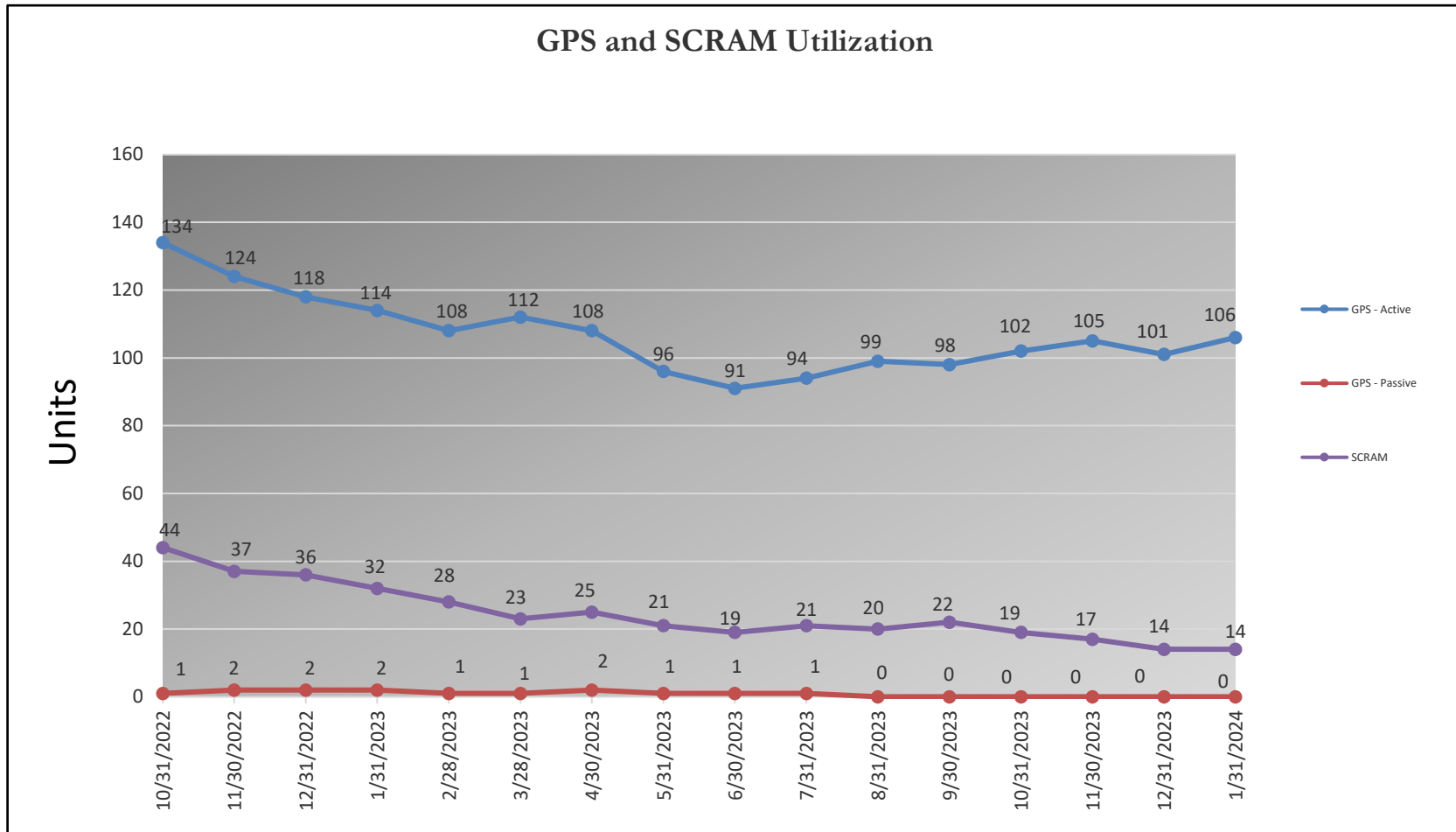


*Monthly Statistical Data*  
*January 1, 2024 – January 31, 2024*

**Electronic Monitoring Success Rate for January 2024**



## Monthly Trend Data October 2022 – January 2024

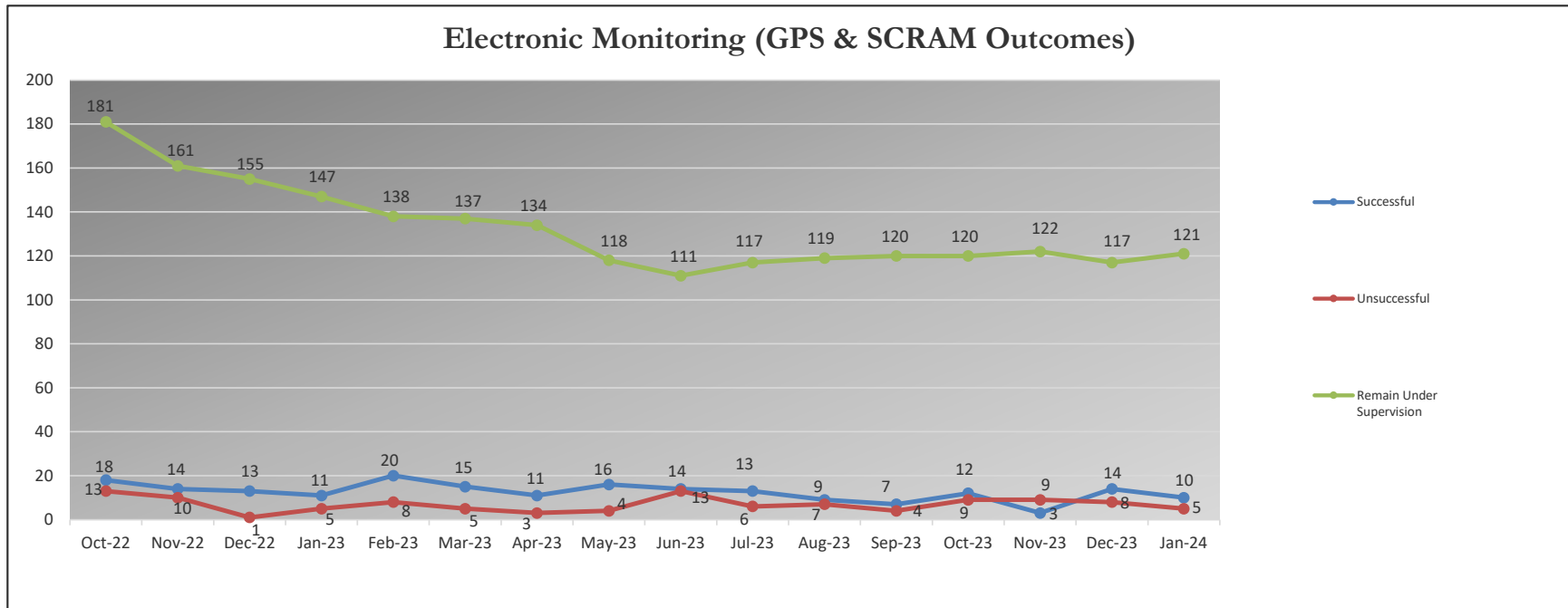


\* One defendant is deceased, and case is pending abatement.

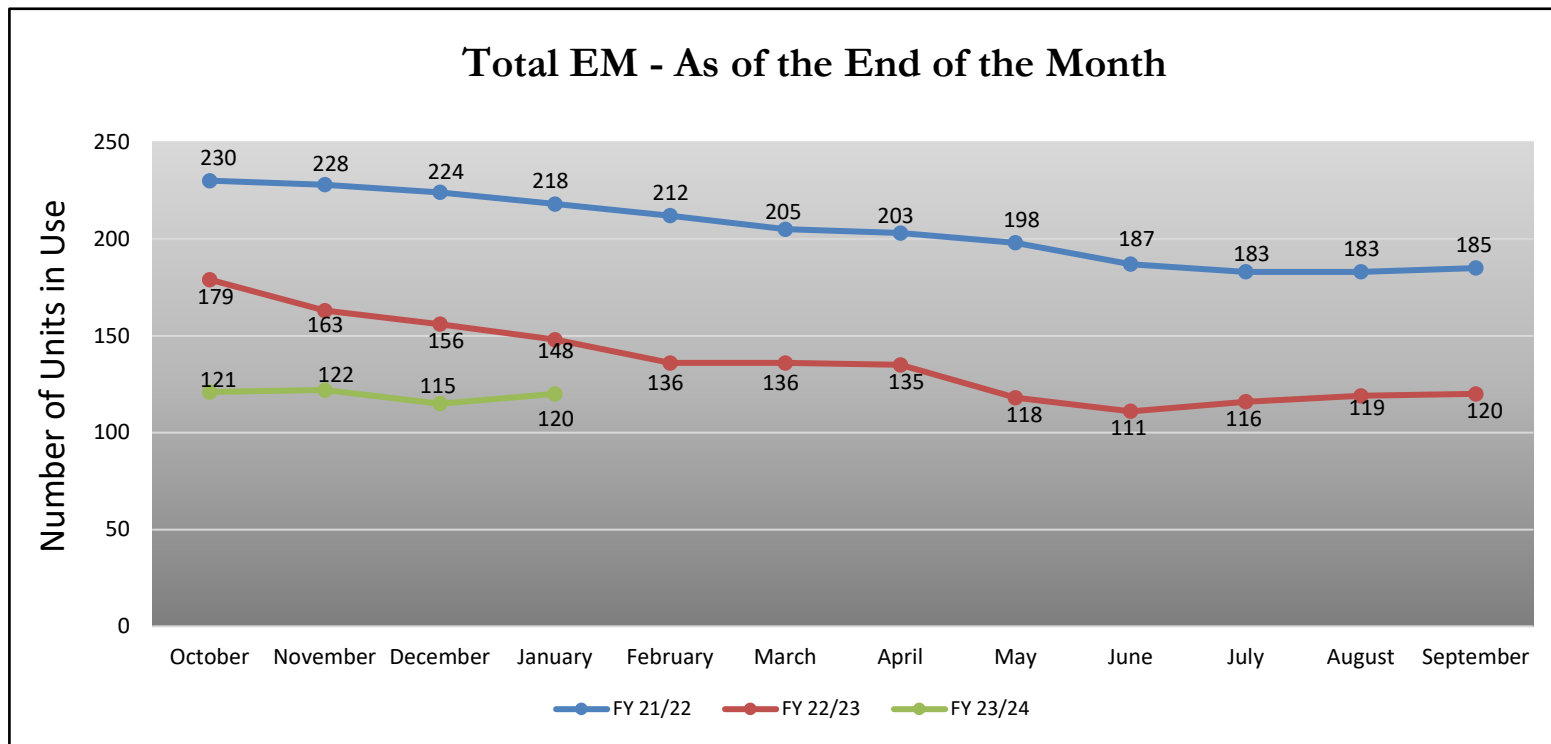
\* One defendant is currently being supervised on SCRAM but is pending disposition for violation of probation.

\* One defendant is currently not wearing a GPS monitoring but is in active status pending court review.

## Monthly Trend Data October 2022 – January 2024



## Yearly Trend Data October 2022 – January 2024

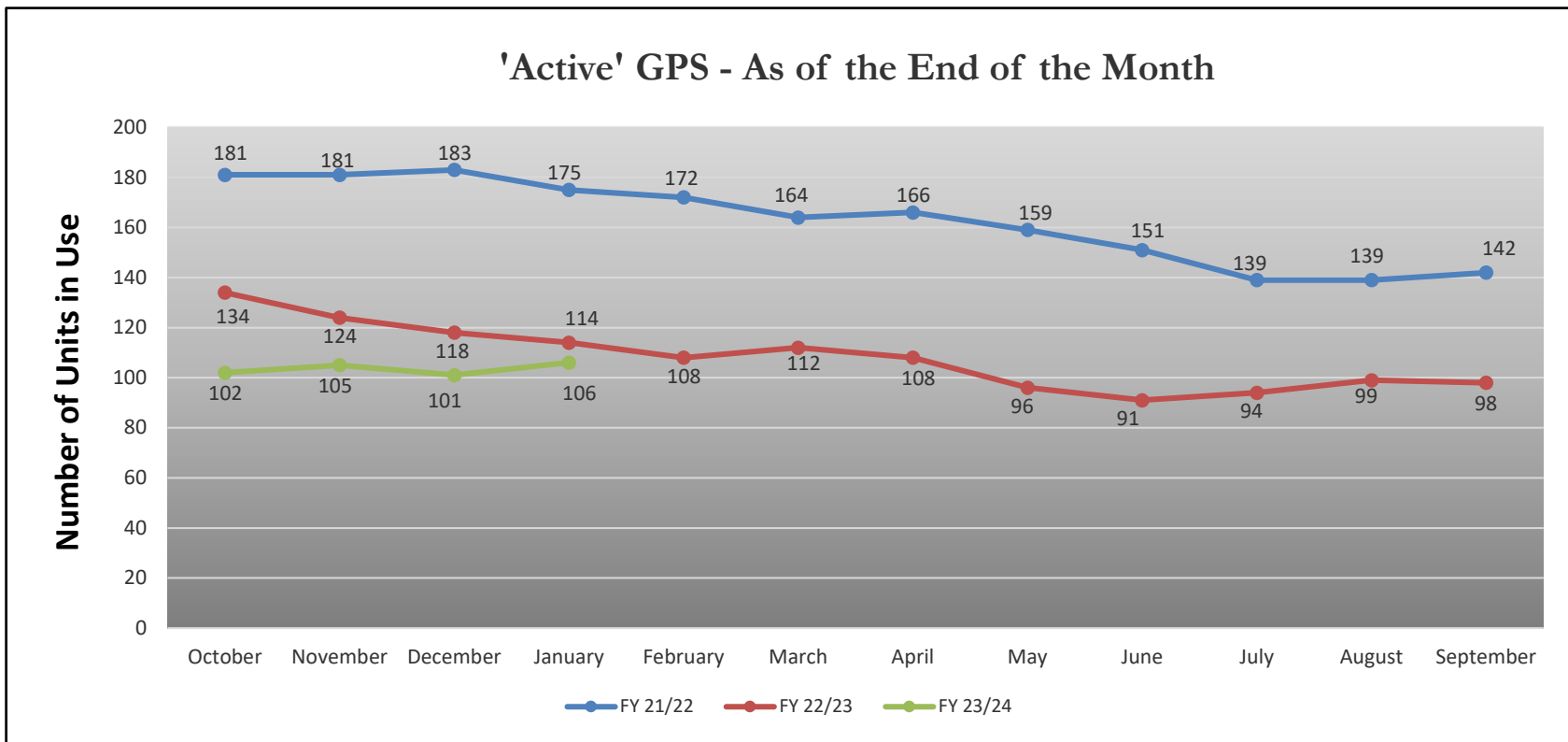


\* One defendant is deceased, and case is pending abatement.

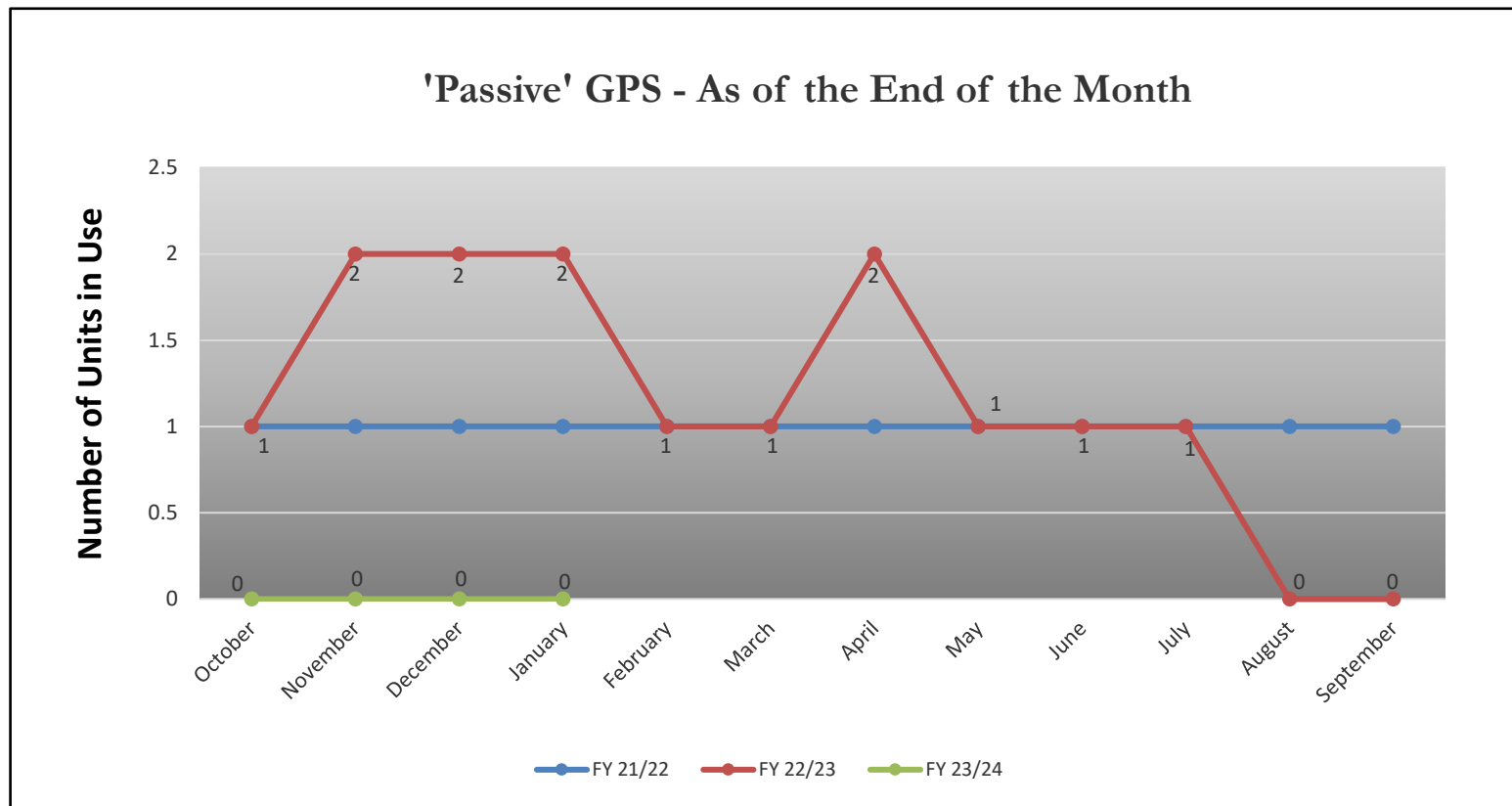
\* One defendant is currently being supervised on SCRAM but is pending disposition for violation of probation.

\* One defendant is currently not wearing a GPS monitoring but is in active status pending court review.

*Yearly Trend Data*  
*October 2022 – January 2024*



### Yearly Trend Data October 2022 – January 2024



*Monthly Fiscal Data  
January 1, 2024 – January 31, 2024*

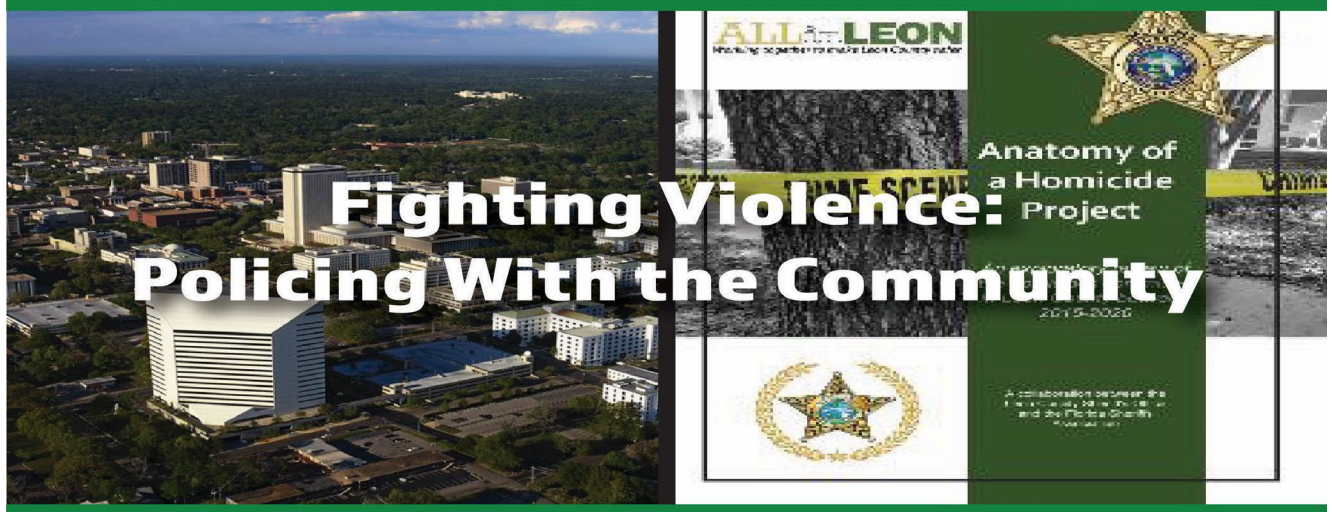
<b>Electronic Monitoring Type</b>	<b>Prior Period's YTD</b>	<b>Current Period Collection</b>	<b>YTD Total Collections</b>
SCRAM Collections	\$1,658	\$170	\$1,828
GPS Collections	\$7,071	\$3,773	\$10,844

*As of the end of the month, the following are the totals for electronic monitoring fees waived or allowed to accrue during the pendency of the case(s).*

	<b>YTD Accruals</b>	<b>YTD Waivers</b>
GPS	\$ 7,954.72	\$ 167.72
SCRAM	\$ 1,054.00	\$ -

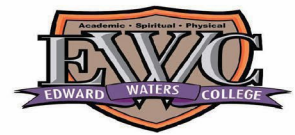
# Leon County Community Safety and Engagement Action Plan

## Florida's Historically Black Colleges and Universities Law Enforcement Symposium



Special Guest: Sheriff Nat Glover(Retired)  
Jacksonville Sheriff's Office

April 18, 2023  
6PM-8PM



Florida A&M University  
Efferson Student Union-Multipurpose Room B  
1628 S Martin Luther King Jr. Blvd  
Tallahassee, Florida 32307

Prepared by

Dr. Randy Nelson, President, 21<sup>st</sup> Century Research & Evaluations, Inc.  
Dr. Felecia Dix-Richardson  
Nancy Daniels, Esquire



## Introduction

Leon County (Spanish: Condado de León) is a county in the Panhandle of the U.S. state of Florida. It was named after the Spanish explorer Juan Ponce de León. As of the 2020 census, the population was 292,198. The county seat is Tallahassee, which is also the state capital and home to Florida A&M University, Florida State University, and Tallahassee Community College. Like other Florida cities, local leadership and stakeholders have recognized the need to strengthen law enforcement and community relationships. Given the national discourse and public scrutiny around law enforcement-community relations, greater police-community engagement and accountability are paramount. 21<sup>st</sup> Century Research & Evaluations, Inc., in partnership with Florida A&M University, hosted the Florida Historically Black Colleges and Universities Law Enforcement Symposium, Fighting Violence: Policing With the Community, on April 18, 2023, with community residents, elected officials, civic and community organizations, educators, mental health professionals, faith leaders, law enforcement leaders, business professionals, and students. Those in attendance worked diligently and collaboratively to develop strategies to reduce crime and violence within the community. The Specific, Measurable, Achievable, Relevant, and Time-specific (SMART) strategies are outlined below.



## Executive Summary

On December 18, 2014, President Obama signed an Executive Order establishing the Task Force on 21st Century Policing to confront contemporary policing challenges. The Task Force, composed of leaders from law enforcement, academia, civil rights organizations, police unions, and community members, identified best practices and offered recommendations that promote crime reduction while building community trust. The President's 21st Century Policing Task Force Report (2015) identified six main pillars and 63 recommendations. The pillars cover the significant aspects of policing and include: 1. Building Trust and Legitimacy; 2. Policy and Oversight; 3. Technology and Social Media; 4. Community Policing and Crime Reduction; 5. Officer Training and Education; and 6. Officer Safety and Wellness. Due to time and resource constraints, the Action Plan Development workgroup ranked and selected four (4) pillars for inclusion in this report. These pillars are presented below in the order in which they were ranked.



### ***Pillar 1: Building Trust & Legitimacy***

Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe those who enforce it have the authority perceived as legitimate by those subject to it. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. Also, law enforcement cannot build community trust if seen as an occupying force coming in from outside to impose control on the community. Pillar 1 seeks to provide focused recommendations on building this relationship.

### ***Pillar 5: Training & Education***

As our nation becomes more pluralistic and the scope of law enforcement's responsibilities expands, the need for expanded and more effective training has become critical. Today's line officers and leaders must be trained and capable of addressing a wide variety of challenges, including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis. Pillar 5 focuses on the training and education needs of law enforcement. To ensure the high quality and effectiveness of training and education, law enforcement agencies should engage community members, particularly those with specific expertise, in the training process and provide leadership training to all personnel throughout their careers.

### ***Pillar 2: Policy & Oversight***

Pillar 2 emphasizes that if police are to fulfill their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources to reduce crime by improving relationships, increasing community engagement, and fostering cooperation. To achieve this end, law enforcement agencies should have clear and comprehensive policies and training relative to the use of force, mass demonstrations, de-escalation, the appropriate use of protective equipment, and other related matters. These policies should also include provisions for collecting demographic data on all parties involved. All policies and aggregate data should be made publicly available to ensure transparency.

### ***Pillar 4: Community Policing & Crime Reduction***

This pillar focuses on the importance of community policing as a guiding philosophy for all stakeholders. Community policing emphasizes working with neighborhood residents to co-produce public safety. Therefore, law enforcement agencies should collaborate with community residents to identify problems and collaborate on implementing solutions that produce meaningful results. Specifically, law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety. Law enforcement agencies should also engage in multidisciplinary, community-team approaches for planning, implementing, and responding to crises with complex causal factors.

## Leon County Community Safety and Engagement Action Plan Recommendations

The Community Safety and Engagement Action Plan provides a roadmap to ensure all parties are accountable for promoting public safety and strengthening police-community relations—some strategies and ideas identified during the previous training workshops assisted in developing the proposed Action Plan. As previously indicated, the workgroup reviewed and ranked the original six pillars and then selected the top four for inclusion in the Action Plan. Subgroups were formed, representing each of the chosen pillars. Subgroups consisted of community residents, elected officials, faith leaders, business owners, educators, reentry and mental health professionals, students, youth services providers, and law enforcement (city, county, state, or federal) representatives. Each group worked collaboratively using the SMART (Specific, Measurable, Achievable, Realistic, and Time-specific) goals framework to develop recommendations for each pillar. Each subgroup presented their recommendations to the larger group for discussion and feedback. The Leon County Community Safety and Engagement Action Plan details are presented below.

### ***Pillar 1: Building Trust and Legitimacy***



Trust and legitimacy are the foundational building blocks upon which all other pillars rest. Policing without trust and legitimacy is hazardous to the safety of communities and law enforcement and is contrary to the fundamental principles of policing. Given the historical and present mistrust that exists between the police and some segments of the Tallahassee community, building trust is essential to ensuring safer communities and strengthening community-police partnerships.

- *Recommendation #1: Create Positive Non-Enforcement Encounters And Exposure Opportunities In Communities And Schools*

Given the current climate of community-police relations resulting from nationally publicized negative encounters, law enforcement agencies must develop effective strategies to increase positive non-enforcement engagement with their communities. Such an effort will require mutual respect, responsibility, and accountability. Hence, community residents and stakeholders must recognize their role and responsibility in ensuring the safety and well-being within the spaces they live and work. Increasing positive community encounters will lead to greater trust, better problem-solving, and open communication lines, resulting in safer communities.

A key component in building trust and legitimacy requires creating opportunities and spaces for law enforcement to engage residents in non-enforcement encounters within their community. Recognizing the diversity of the Tallahassee community and having a basic understanding of its residents' multiple cultures, faiths, lifestyles, etc., will take deliberate effort and time. There is a critical need to include positive non-enforcement interactions to measure public safety. **Law enforcement should strongly consider incorporating positive, non-enforcement contacts and community resident/stakeholder commendations into its annual officer evaluation and promotion process.**

**Whereas the above recommendations are specific to law enforcement, it is further recommended that Tallahassee community residents and stakeholders become integral and vested partners in ensuring the safety and well-being of the community.** Although trust and legitimacy are foundational pillars, two-way accountability is a critical anchor. While acknowledging recent and past negative encounters contributing to community mistrust, community members must be open to law enforcement's efforts to strengthen this binding relationship. Residents, stakeholders, and law enforcement's active participation and support of community-sponsored events (community listening sessions, etc.) are vital to strengthening these relationships.

**Measure(s):**

**The number and type of positive non-enforcement contacts and community engagement activities** (identify current baseline)

**The number and type of community-initiated events and activities related to community engagement, improvement, and safety** (identify current baseline)

**The number and type of documented efforts to include positive, non-enforcement contacts and community resident/stakeholder commendations into local law enforcement agencies' annual officer evaluation and promotion (establish a baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- **Recommendation #2: Provide Strategic Youth Engagement To Include Maximum Use Of Juvenile Civil Citation, Where Appropriate**

Exposing youth to positive images and experiences with law enforcement professionals at an early age may increase their positive perception of individual police officers and the profession. Such efforts may involve increased patrol officers' participation in school activities such as pep rallies, field days/sporting events, career days, festivals, and other special activities. Specific attention should be given to youth who witness major law enforcement incidents (i.e., drug raids, execution of fugitive warrants, etc.) within their communities. While both TPD and LCSO have functioning Police Explorer or Cadet programs designed to educate youth between the ages of 14 - 20 about the law enforcement profession, youth residing in disadvantaged communities are less likely to participate in such programs. **Hence, it is recommended that local law enforcement agencies strategically increase their efforts to engage youth residing in high police call-volume areas through various civic, social, and educational venues to strengthen relations and pique their interest in the law enforcement profession.** In addition, all agencies in Leon County should maximize the use of juvenile civil citations for minors. Saving a child from a criminal arrest can have a life-long effect on that child's future success. Civil citation programs have also been effective in reducing recidivism.

Engaging and educating youth following high-profile local and national incidents involving law enforcement is critical. Given the impact and influence of social media on youths' perception and filtering of information and events, **it is recommended that law enforcement collaborate with neighborhood youth to develop and disseminate social media content across multiple platforms. It is also recommended that parents, school administrators, teachers, and youth-serving organizations support law enforcement's efforts to enhance positive youth engagement at school and in the community.** Along with these efforts, parents and trusted guardians should help youth process high-profile positive and negative local/national incidents involving law enforcement and the community.

**Measure(s):**

**The number and type of non-enforcement contacts and engagements with youth and young adults residing in the Tallahassee Community (identify current baseline)**

**The number of juvenile civil citations issued in the past year (establish a baseline)**

**The number and type of joint (law enforcement and community) efforts to disseminate social media content related to community safety and positive engagement events/activities (establish a baseline)**

**The number and type of community-initiated (parent, school, youth-serving organizations, etc.) youth events or activities that support positive law enforcement engagement (identify current baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- **Recommendation #3: Utilize Law Enforcement Agencies' Websites As A Tool To Build Trust Through Transparency**

Transparency is often associated with trust; hence, LCSO and TPD should continue and expand their efforts to provide public information openly and transparently on both agencies' websites. This should include the most current information on community crime statistics, officer commendations, complaints and use-of-force incidents, demographic data, and agency policies and procedures. **Direct citizens on how to file complaints and report positive encounters with law enforcement. Ensure citizens can access this information to enhance community knowledge and awareness of local crime, law enforcement's response, and citizen engagement opportunities. It is further recommended that law enforcement continue to expand their use of digital technologies and social media, including interactive mobile apps such as Neighborhood Ring and Nextdoor.** These engagement methods could increase community participation toward greater collective efficacy.

**Measure(s):**

**The number and type of digital technologies and social media platforms used to engage the community relative to community awareness, public safety, and police-community relations (identify current baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

## Pillar 5: Training & Education



Although the training of law enforcement personnel is an integral element of community engagement, the community's understanding of its role in ensuring public safety is also critically important to achieving this end. For this reason, community residents, stakeholders, and youth were trained in law enforcement and community members' roles, responsibilities, and perspectives.

- *Recommendation #1: Continue To Provide Community-Specific Cultural Awareness And Bias Training For Law Enforcement Professionals*

It is recommended that law enforcement and its leadership continue the commitment to ensuring the most innovative and up-to-date training in the areas of interpersonal communication, procedural justice, implicit/explicit bias, race and cultural awareness, citizen engagement, and de-escalation strategies (i.e., cultural judo) to resolve or prevent conflicts are consistently provided. It should be noted that local law enforcement and its leadership have shown a willingness to acknowledge and address the negative perception of law enforcement by some members of the Tallahassee community, particularly in high-call volume areas. **It is further recommended that law enforcement, residents, and stakeholders increase participation in police**



**and community engagement workshop sessions to highlight the human element in policing and public interactions.** Understanding how historical discrimination informs and impacts all communities is necessary to humanize all groups' lived and shared experiences.

**Measure(s):**

**The number of innovative and up-to-date training in the areas of citizen engagement, interpersonal communication, procedural justice, implicit/explicit bias, race and cultural awareness, and de-escalation training provided to local law enforcement (identify current baseline)**

**The number of community residents who participated in law enforcement community engagement trainings or workshops (identify current baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- ***Recommendation #2: Provide Community Safety And Police Engagement Training To Youth And Residents***

As a result of the historical mistrust between law enforcement and communities of color, there is a critical need to provide opportunities for community residents and youth to explore and develop strategies for positive engagement with law enforcement. This will also allow residents to better understand their rights and responsibilities as citizens during law enforcement encounters. Training topics may include de-escalation, implicit/explicit bias, interpersonal communication, the purpose and role of law enforcement, constitutional rights, and how to file citizen complaints.

**Measure(s):**

**The number and type of community events and activities related to law enforcement engagement, role, and responsibility, as well as legal authority (identify current baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- ***Recommendation #3: Strengthen The Ability Of Law Enforcement And Local Community Social Service Providers To Address Critical Incidents And Situations Collaboratively***

As a result of the COVID-19 pandemic and related adverse economic conditions, increased concerns regarding mental health issues during encounters with police have drawn national attention. To this end, local law enforcement must continue to seek and utilize mental health professionals when necessary to support those in need of mental health treatment or services. To their credit, both TPD and LCSO have Mental Health Units that incorporate social services, substance abuse, and mental health providers to assist and support law enforcement during critical incidents. It is further

recommended that TPD and LCSO continue to ensure all officers and deputies receive Critical Incident Training (CIT).

**Measure(s):**

***The number and percentage of Critical Incident calls for service*** (establish a baseline)

**The number and percentage of Critical Incident calls for services that resulted in de-escalation or resolution without incident** (establish a baseline)

**The number and percentage of law enforcement officers and deputies trained in CIT** (establish a baseline)

**The number and type of collaborative Critical Incident Training sessions held with law enforcement and local community services providers** (establish a baseline)

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- *Recommendation #4: Increase Collaborative Efforts And Training Opportunities Between Law Enforcement And Local Service Providers (Education, Substance Abuse, Mental Health, Reentry, Employment, Etc.)*

In the effort to ensure previously incarcerated individuals are successfully reintegrated into the community, it is recommended that law enforcement and local community service providers (education, substance abuse, employment, mental health, reentry, etc.) continue and expand collaborative efforts to assist previously incarcerated individuals with successfully reintegrating into the community upon release from juvenile detention/residential programs, jail, or prison. These efforts are critical to ensuring the safety of the Tallahassee community. Leon County is fortunate to have an active re-entry advocate in the Big Bend Re-entry Coalition (BBRC). The BBRC and law enforcement must continue working collaboratively to support positive re-entry as a vital public safety component.

**Measure(s):**

**The number and type of law enforcement and community service providers' collaborative events** (establish a baseline)

**The number and type of direct referrals between law enforcement and community service providers** (establish a baseline)

**The number and type of collaborative training sessions held with law enforcement and local community services providers** (establish a baseline)

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

## ***Pillar 2) Policy Oversight***



Pillar 2 emphasizes that if police are to fulfill their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources to reduce crime by improving relationships, increasing community engagement, and fostering cooperation. To this end, law enforcement agencies should have clear and comprehensive policies and training relative to the use of force, mass demonstrations, de-escalation, the appropriate use of protective equipment, and other related matters. These policies should also include provisions for collecting demographic data on all parties involved. All policies and aggregate data should be made publicly available to ensure transparency.

- ***Recommendation #1: Enforce Consequences On Gun Owners For Improper Storage Of Weapons***

Gun violence in Leon County is problematic. From 2018 – 2021, Leon County experienced an 83% increase in firearm violent crime (Leon County Gun Violence Assessment, 2023). Data reveals that juveniles have often been the offenders and the victims of gun violence incidents in Leon County. The magnitude of gun violence by Leon County youth was presented in the recently released report, *Anatomy of a Homicide Project*, which was compiled by the Leon

County Sheriff's Office and the Florida Sheriffs Association. The report revealed the following:

- 1) Homicides predominantly occur in socioeconomically disadvantaged communities, and most victims and offenders reside within these same areas;
- 2) The majority of homicides are committed with firearms, which in many cases are not legally owned;
- 3) Many homicides are committed in the commission of another crime such as a robbery, drug deal, or theft;
- 4) Victims and offenders are overwhelmingly young Black males;
- 5) The majority of homicide offenders have previous criminal histories, often violent. Most had committed crimes as juveniles;
- 6) The majority of homicide victims and offenders are at least acquaintances and are infrequently strangers;
- 7) Offenders typically have unfavorable views of the justice system and lack trust in law enforcement;
- 8) The majority of homicide offenders have been suspended or expelled from school; and
- 9) The majority of homicide offenders are arrested for the first time before age 18.

This begs the following questions. Where are juveniles obtaining these weapons when they are not legally allowed to purchase them? How do we hold gun owners responsible when they are irresponsible with maintaining the safety and control of their weapons? To address these questions, the following recommendations were presented: **1) Promote gun safety and gun awareness through PSAs and other marketing strategies; 2) Provide consequences for those who fail to secure their guns properly; 3) Explore the enhancement of penalties with local legislators for failure to report a lost or stolen weapon; 4) Require gun owners to install child safety locks on their guns, primarily if children reside within the home; and 5) Reduce the number of illegal guns on the streets.** While these were the recommendations presented, based upon the *Anatomy of a Homicide Report*, there are other critical issues, such as economic disparity, race, school suspension, and lack of trust, that should be explored as well.

**Measure(s):**

**Reduce stolen weapons by 20% a year for three years (establish year one baseline)**

**Timeline:**

**Review and assess progress each year after the year one baseline.**

- **Recommendation #2: Actively Enforce Curfew Restrictions On Prior Juvenile Offenders To Prevent Repeated Crimes**

While delinquent acts can occur at any time of the day, it is common for juvenile offenders to engage in severe and violent delinquent acts at night. This reality has been a catalyst for implementing curfew laws in many communities nationwide. While public sentiment often supports juvenile curfew laws as an effective strategy for controlling juvenile crime, issues relating to how old youth may appear (*e.g., is the person 17 or 19*) can be problematic when enforcing curfew laws (Kline, 2011). Other than the perception of age, issues such as enforcing curfew laws equitably throughout all societal segments have created significant concern and reluctance to support such laws. To illustrate, many fear that juvenile curfew laws can be applied in a discriminatory manner. Although curfew laws have raised some legal and discriminatory concerns, some residents find themselves gravitating towards curfew

strategies as an effective means to control juvenile crime, especially by those youth who re-offend. Often, delinquent acts are committed by repeat juvenile offenders (*i.e., juveniles who have had previous involvement within the juvenile justice system*). Thus, it was suggested that the focus should be on repeat juvenile offenders to lower delinquency rates in Leon County. **It was recommended that: 1) Efforts should be made to enhance TPD and LCSO existing programs' ability to identify repeat juvenile offenders; 2) Work with the State Attorney and courts to enforce specific curfews for violent repeat juvenile offenders; 3) When necessary, these repeat juvenile offenders should be held accountable with graduated sanctions; and 4) Work closely with the Leon County Juvenile Assessment Center steering committee.** Within this collaboration with the Leon County Juvenile Assessment Center, an in-depth analysis of data on the offending population (e.g., type of offending, reoffending, geographic/Zip Code, etc.) should be employed to help the community more effectively lower juvenile offending.

**Measure(s):**

**Lower juvenile recidivism by 10% over three years (establish year one baseline)**

**Timeline:**

**Review and assess progress each year after the year one baseline.**

- **Recommendation #3: Ensure City, County, And State Public Safety Programs Are Accessible, Effective, And Implemented In A Manner That Keep Youth Positively Engaged Within Their Communities**

Having positive programs for kids is rewarding for the community and the child. Community programs can provide a safe place for children to interact positively with others while participating in educational/academic programs, learning social skills, etc. Access to positive programs is often a barrier for those who can reap the benefits of such programs. Access barriers can present themselves in several ways: location, transportation, and financial resources. Within Leon County, several programs are designed for youth participation. For example, there are several after-school programs for elementary and middle school children; however, it has been questioned if there are enough quality programs for teens. While some programs, such as Palmer Monroe, are geared towards serving teens exclusively, the participants noted that more quality programs are needed throughout the Tallahassee community. Thus, **it was suggested that: 1) A policy should be implemented that would create more free quality programs for kids that will keep them engaged positively with their communities; 2) Assess what programs currently exist to determine if there are gaps in availability, location, communities served, etc.; 3) Evaluate the type of services provided at each existing community center to determine their effectiveness; 4) Implement ways to advertise the availability of existing programs; 5) Obtain input from the community (*especially youth*) regarding services that should be provided within these youth community programs; and 6) Explore funding possibilities for the enhancement of existing programs that are effective and the creation of new programs.** These programs should promote the funding of youth programs at no cost. Programs should also be created exclusively for “new” (*i.e., first offense*) juvenile offenders.

**Measure(s):**

**Increase juvenile engagement in community-based programs by 20%** (identify current baseline)

**Increase the number and type of juvenile programs deemed effective** (identify current baseline)

**Increase the number of juvenile programs located in high-risk areas** (identify current baseline)

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- **Recommendation #4: Ensure Entities Receiving Public Safety Funding Provide Program Effectiveness Reports**

It is expected that programs receiving government or private funding yield positive results. In a funding request, programs often have a clearly stated mission and goals; however, whether the program successfully met its goals may not be apparent to the community stakeholders. This lack of clarity often stems from inadequate performance reporting on these programs. While funding has been provided for many programs that provide public safety services throughout Leon County, reports on the effectiveness of these programs are either non-existent or lack transparency. For example, how many services the program provides, how well the program performs, or whether anyone is better off who participated in the program is often not captured when reports are compiled. When funding is provided, there is an expectation that programs should be held accountable in the sense that the program yields positive results. However, it becomes difficult to gauge their effectiveness when programs are not adequately evaluated or not evaluated enough. Recognizing that programs should be held accountable, it was suggested that any funded entity be required to provide a semi-annual **performance report**. Semi-annual reports that capture a program's performance measures, such as the number of people served, the number of services offered, barriers to success, and feedback/follow-up from the people served, would bode well in holding the program accountable and keeping community stakeholders informed.

**Measure(s):**

**Require annual performance reports for any funded entity** (identify current baseline)

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- *Recommendation #5: Evaluate Existing Public Safety Oversight Review and Advisory Boards In Leon County To Ensure They Are Operating As Intended*

Oversight and transparency are critical in a society that strives to have a fair, equitable, and safe environment for its citizenry. For this to occur, community stakeholders must have a seat at the table when it comes to monitoring those who have the authority to maintain formal social control within the community. While most law enforcement professionals who serve and protect do so in an acceptable manner, unfortunately, some do not. Civilian review boards provide not only oversight but also transparency to the community. **Thus, it was recommended that 1) policies be implemented that ensure and encourage unbiased civilian oversight with meaningful community input and 2) that the review board evaluate the effectiveness of existing practices and make recommendations to enhance the community's well-being.** The civilian review board should review law enforcement policies and practices that impact the community and ensure that these policies embody fairness and equity.

**Measure(s):**

**Create an unbiased oversight civilian review board to ensure the implemented policies are fair and equitable for the entire community.** (identify current baseline)

**Conduct an inventory of positive and media posts, articles, zings, and other communications concerning law enforcement in the past year** (establish a baseline)

**The number and type of community stakeholders serving on the existing citizen review or advisory boards and whether they represent the community's diversity** (establish a baseline)

**Survey the community on their perception of the structure and impact of the existing civilian review and advisory boards**

**The number and type of adopted changes recommended by the Tallahassee civilian review board or Leon County advisory board to maximize transparency and open lines of communication.** (establish a baseline)

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

## **Pillar 4: Community Policing and Crime Reduction**



According to the U.S. Department of Justice Community Oriented Police Services, community policing is defined as a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Pillar 4 focuses on the importance of community policing as a guiding philosophy for all stakeholders. Community policing emphasizes working with county residents and organizations to co-produce public safety. In that process, law enforcement agencies partner with community residents and organizations to identify problems and collaborate on implementing solutions that produce meaningful results. Some law enforcement agencies consider the creation of community policing divisions or units as community policing. Still, the most effective approach is ensuring community policing permeates every facet of the department's operations and includes all sworn and unsworn personnel. Both the Tallahassee Police Department and the Leon County Sheriff's Office have implemented community policing, but the full extent of its implementation is not known currently.

- *Recommendation #1: Ensure The Philosophy Of Community Policing Is Infused Throughout The Culture Of Local Law Enforcement Agencies*



**It is recommended that community policing be maximized in both TPD and LCSO to the point that it is interwoven throughout all divisions and units with each agency.** Such an effort will produce a collaborative partnership between Leon County's law enforcement community and its residents, increasing positive community engagement, information sharing, crime prevention and reduction efforts, and problem-solving. A collective understanding between law enforcement and the community regarding their mutual personal stake in the community's safety and well-being is essential. **Thus, it is recommended that TPD, LCSO, and the community work collaboratively to strengthen community policing throughout the county.**

**Measure(s):**

**Inventory the number of TPD and LCSO personnel (sworn and non-sworn) trained in the community policing philosophy (establish a baseline)**

**Count the number and type of community policing training events (workshops, forums, etc.) attended by department staff and community residents in the past year (establish a baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- **Recommendation #2: Identify And Utilize Community Service Providers**

Today, more than ever, law enforcement personnel are called upon for non-law enforcement services (mental health, homelessness, etc.). TPD and LCSO sworn and non-sworn personnel must be keenly aware of available community services and resources, notably in socially disadvantaged, lower-income, high-call volume areas. **As such, it is recommended that TPD and LCSO identify all community-based organizations serving the community and incorporate these stakeholders as presenters during law enforcement academies, in-service training, and community resource fairs.** It is further recommended that community residents and stakeholders increase their participation in TPD and LCSO events and programs (Citizen Academy, Neighborhood Watch, cultural activities, etc.) and give feedback on their experiences during law enforcement academies and in-service training.

**Measure(s):**

**The number, type, and location of available human services resources within Leon County utilized by TPD and LCSO (identify current baseline)**

**The number and type of social services referrals made by TPD and LCSO (establish a baseline)**

**The number and type of human services providers presenting program resources and information to TPD and LCSO, including in-service training (identify current baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting these recommendations.**

- **Recommendation #3: Ensure Public Funds Devoted To Gun Violence Are Administered Effectively And With Transparency**

As noted previously in this report, Tallahassee/Leon Coucynnty has experienced a significant increase in tragic gun violence in the last year. The City of Tallahassee, Leon County, TPD, and LCSO have proactively addressed the issue, and recently, the City of Tallahassee awarded three grants totaling one million dollars to help solve the gun violence problem. The service providers selected for these grants must be publicly accountable to ensure their efforts are productive. **Their work must target the four Tallahassee neighborhoods in which gun violence is prevalent. They must be laser-focused on the demographic group that is disproportionately represented in the violence. They must demonstrate success in increasing victims' cooperation with law enforcement. They must identify and intervene in the lives of the small number of offenders who are driving the violence, offering trauma-based mental health care, mentors, job training, and constructive alternatives to gang associations.**

Tallahassee already has several programs that have successfully worked with at-risk youth. The Palmer Munroe Teen Center Community Connections program is nationally renowned for its restorative justice philosophy and anger management classes. The City's TEMPO program has successfully reached alienated young people who are not employed or in school. LCSO's SPIRIT program has made numerous successful referrals to community providers. Many other beneficial mentorship, arts, and athletic programs exist for the youth of Leon County. However, not all segments of the city's population are knowledgeable about the programs and how to access them. **To turn the tide in preventing gun violence, programs must be embedded in the highest-risk neighborhoods, and information about them must be widely available. To ensure success and build public trust in the community's gun violence response, it is recommended that all providers involved in the effort make regular presentations to the entities that coordinate and review public safety, reporting with specificity on successes and failures and accepting suggestions and feedback from the community stakeholders who are represented on these committees. Government leaders must also keep a close eye on the grant recipients and make the continuing investment of time and dollars to solve Tallahassee's gun violence problem.**

**Measure(s):**

**The number and type of illegal guns confiscated through gun reduction programs annually (establish a baseline)**

**Analyze and present data on illegal and stolen gun arrests (establish a baseline)**

**The number of youth and communities served by current programs to ensure services are provided in areas at most significant risk for delinquency involvement and activities (establish a baseline)**

**The level of community involvement in crime reporting, witness cooperation, and anonymous tips to LCSO and TPD (establish a baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting this recommendation.**

- *Recommendation #4: Actively Monitor Youths' Public Social Media Communications, Within Constitutional Bounds, As A Preventive Measure*

Actively monitor juveniles' public social media communications by tracking keywords relating to violence, retaliation, gang wars, and other related topics. School districts nationwide are monitoring students' social media activity, and law enforcement agencies are also implementing cyber monitoring programs with proper civil rights protections; these programs successfully prevent some planned acts of violence and episodes of cyberbullying. **TPD and LCSO should utilize these approaches and maximize all opportunities to intervene in planned acts of violence and other threatening activities.**

**Measure(s):**

**The number and type of social media monitoring programs implemented by local law enforcement (establish a baseline)**

**Number of law enforcement professionals and community stakeholders trained on social media monitoring and awareness (establish a baseline)**

**Number of violent episodes that have been prevented through social media monitoring (establish a baseline)**

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting these recommendations.**

- *Recommendation #5: Maximize The Use Of Adult Civil Citations*

Well-designed civil citation programs keep adult offenders from getting an arrest record for a minor offense. These programs receive strong community support. Leon County has had success with adult civil citations in the past, and **serious consideration should be given to expanding these efforts and highlighting its success through local media outlets.**

**Measure(s):**

**The number of documented adult civil citations within a calendar year** (establish a baseline)

**The number of Leon County law enforcement professionals trained in the criteria for adult civil citations** (establish a baseline)

**Work collaboratively with the State Attorney to increase the use of civil citations where appropriate and report each local law enforcement agency's usage and demographic statistics** (establish a baseline)

**Timeline:**

**Review and assess progress at six (6) months and one (1) year of adopting these recommendations.**

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