

# SECURITY REVIEW REPORT

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**PARKLAND, FLORIDA**

**April 2019**

**FINAL REPORT**



## CPSM<sup>®</sup>

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Exclusive Provider of Public Safety Technical Services for  
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# INTRODUCTION

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The Center for Public Safety Management (CPSM) was retained by the City of Parkland, Florida, to serve as a security consultant to address a wide range of issues facing the community.

The initial RFP identified a series of questions to be addressed regarding security within the city as well as the delivery of law enforcement services to Parkland. We have grouped the activities performed into seven major outcomes as follows:

- **MAJOR OUTCOME #1** – Conduct interviews with city officials and city administrators and conduct multiple focus groups with stakeholders to include: community members, business leaders, school administrators and teachers, church leaders, and students as a qualitative approach to determining desired staffing levels, staffing structure, and expectations of the delivery of police services. As well, conduct a gap analysis to determine the current level of police services delivered by the Broward Sheriff's Office and the community's level of expectations for desired police services. Quantitative and qualitative data will be used to construct goals, objectives, and performance measures for police services, and which could be used for designing a new agreement with another governmental entity.
- **MAJOR OUTCOME #2** – Conduct a review of the current job task analysis for the position of School Resource Officer and, with input from the interviews and focus groups, determine if the duties and responsibilities meet the needs and desires of the City of Parkland. Furthermore, determine the workload and staffing needs for after-hours school events that require security.
- **MAJOR OUTCOME #3** – Conduct a data-driven forensic analysis to identify actual workload and needed police staffing levels for the city.
- **MAJOR OUTCOME #4** – Conduct a thorough review of the existing agreement with the Broward Sheriff's Office to determine if staffing levels are appropriate and the staffing structure facilitates efficient delivery of services. The existing agreement with the Broward Sheriff's Office will also be reviewed to determine if all contractual agreements are being executed by the Broward Sheriff's Office.
- **MAJOR OUTCOME #5** – Using quantitative and qualitative data, CPSM will make a recommendation for the “best fit” in the delivery of police services for the City of Parkland and compare and contrast the benefits and costs of contracting with another governmental entity or establishing a municipal police department, and the availability of specialized resources for each approach. A transition plan will be created in the event the “best fit” in the delivery of police services is contracting with another governmental entity or creating a municipal police department.
- **MAJOR OUTCOME #6** – Conduct an analysis of the routing of emergency and non-emergency calls for service and make recommendations for streamlining performance and maximizing call processing speed and accuracy. This analysis will examine call holding time by call takers and dispatch, routing procedures, training of staff, and use of technology.
- **MAJOR OUTCOME #7** – A security assessment of all city facilities will be conducted, and applicable recommendations made to increase security through environmental design, target hardening, security protocols and procedures, and security staffing recommendations for each facility.

Each of these outcomes are addressed in the following narrative and applicable attachments.

This project was particularly challenging given the numerous entities involved in the project (Parkland, Broward Sheriff's Office, Broward County Public Schools, Coral Springs communications, and Broward County Office of Regional Communications & Technology).

Additionally, there were numerous events that occurred during the project and which required CPSM to adjust our work product and schedule, including;

- Publication of the report of the Marjory Stoneman Douglas High School Public Safety Commission.
- The change in leadership of the Broward Sheriff's Office.
- Separation of the Parkland City Manager.
- An agreement reached between Coral Springs and Broward Sheriff's Office and Broward Office of Regional Communications & Technology addressing 911 response to calls for service in Parkland.

We wish to thank those individuals who assisted us in providing information for this report, understanding that in many cases they have been required to respond to numerous inquiries concerning some of the same issues.

In particular, we wish to thank Carole Morris, Chief Administrative Officer of the City of Parkland, who served as project manager and our partner, for her ongoing assistance in this challenging project.

# SECTION 1. INTERVIEWS & FOCUS GROUPS

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CPSM analyzed the individual comments from each of the participants that were documented during the focus group sessions. Rather than reporting individual comments, CPSM consolidated the primary themes that represent the combined perspectives of the participants. Two themes emerged from the focus groups and that describe participants' primary concerns. These themes are: Crime and Public Safety, and Police and Community Relations and Communication.

## COMMUNITY PERSPECTIVE ON CRIME AND PUBLIC SAFETY

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The individuals we met with uniformly had very little concern about violent street crime (such as robbery). Indeed, in the course of the study, CPSM verified that over the past several years Parkland has enjoyed a particularly low rate of violent crime. There was a considerable amount of discussion concerning a series of automobile break-ins that had occurred in Parkland. Apparently, community members were lax with regard to securing motor vehicles parked outside their residences. Electronic key fobs were apparently left inside vehicles and a number of vehicles had been stolen. We were informed that these larcenies created "quite a stir in the community" and that residents were somewhat dissatisfied with the overall response of the Broward Sheriff's Office (BSO). Specifically, participants stated that responding deputies were generally quite efficient and professional. However, residents were generally upset that the pattern lasted as long as it had. We should note that the CPSM consultants explained to focus group participants that residents actually bore a good deal of responsibility for these events, as car owners should simply make it a point to secure their vehicles. Participants nevertheless stated that these incidents generally weakened their trust in the police.

We were informed that, prior to the shootings at the high school in February 2018, members of the community generally had little fear for their personal safety. As one individual told us, "it is a completely different feeling now." Indeed, this was a major theme in our discussions, as virtually every participant in our focus groups suggested that "it is different now."

Several of our focus group panels identified a generalized sense of "complacency" among citizens living in Parkland prior to the February 2018 shootings. One individual stated that "the police didn't seem present, they still don't." Several individuals suggested that this feeling of complacency extended to the BSO deputies assigned to Parkland as well. When pressed by the consultants to explain whether this is simply a post-February 2018 sentiment (i.e., the post hoc fallacy), several participants suggested that complacency did actually exist among BSO deputies prior to February 2018. The consultants note that these comments certainly do not establish this fact, yet they do speak to the strength of the negative sentiments currently directed towards the BSO and its personnel.

Members of the community informed us that the entire community is now experiencing "tremendous post-traumatic stress disorder (PTSD)." One of our interviewees stated that "everyone who lives here, whether they lost a person or not, has a story about what happened to them and their family that day." Another stated, "some residents don't want to leave their own homes anymore." Interestingly, this generalized fear for one's personal safety is not limited to the school setting. Rather, we were informed that members of the community have a continuing fear that individuals (both children and adults) are now potential targets who can be attacked in any public venue. Several of the individuals who we met with noted that actuarially, the likelihood of another mass shooting event is quite low. Participants agreed that the February school shootings were an anomaly. Nevertheless, the trauma resulting from the February event

has apparently shifted people's focus and concern from "events" to "people." This concern is palpable. We were repeatedly advised that residents now believe that the Parkland community had previously felt a "false feeling of safety." It is likely that this is an over-reaction directly related to the recent tragedy. Nevertheless, as several of our interviewees explained, "perception is reality" when it comes to violence and the issue of personal safety. In one focus group there was an extended discussion concerning Maslow's hierarchy of needs. Participants explained to us that "safety and security is a necessity," and that "without this, nothing else particularly matters." Our informants uniformly expressed a strong desire for additional protection for members of the community. One individual demanded "real safety," rather than "a false feeling of safety." Another individual stated, "I want to get back to the way things were [in Parkland]."

Thus, rather than a pervasive fear of violent or property crime, the individuals we met with expressed a profound concern for personal safety. Community sentiment such as this is somewhat unique, but certainly understandable. It must be fully understood and thoughtfully addressed by the police.

***CPSM Gap Analysis Recommendation: The Broward Sheriff's Office must immediately establish a "Park, walk, and talk program" for deputies assigned to Parkland. This would entail authorizing patrol supervisors to direct patrol deputies to park their vehicles and walk through public areas such as parks and shopping centers during specific times of the day, or whenever calls for service are particularly low. An emphasis should be made to encourage community engagement during these foot patrols. An effort such as this would likely reap a considerable positive response by members of the community.***

A number of participants in the focus groups voiced particular concern with the quality of police dispatch services (that is, the 911 system). These concerns stem from the fact that dispatchers often lack intimate knowledge of the Parkland community and its various neighborhoods. Several focus group participants shared instances where their personal interactions with police dispatchers left them feeling frustrated and concerned. This issue will be addressed in detail elsewhere in this report. It is important to note, however, that knowledgeable dispatchers and rapid response times should be uniformly viewed as absolute necessities for this community at this time.

Focus group participants identified three possible future courses of action for the City of Parkland: 1) continue to contract with the BSO for police services (with a greater emphasis upon school security, crime prevention, and community policing); 2) contract with another police agency such as the City of Coral Springs; or 3) create a new city police department. The pros and cons each option were discussed at length.

It should be noted that one focus group participant who appeared particularly knowledgeable about security matters suggested that the BSO and the Parkland community reach out to and more fully integrate private security resources, for example during school sporting events.



## COMMUNITY PERSPECTIVE ON POLICE AND COMMUNITY RELATIONS AND COMMUNICATION

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It should be noted at the outset that the geography and physical layout of Parkland poses a considerable challenge to traditional community policing efforts. The community has an exceptionally high number of gated communities that pose a considerable challenge to a police foot patrol strategy. We were advised that the BSO does not typically enter these gated communities unless it is invited or if it is responding to a crime in progress. Even assuming access, in light of this physical layout, it would be unwise to assign foot patrols in gated residential areas, as population density in any particular area is quite low. Additionally, Parkland does not have a central business district that would warrant assigned foot patrols. Several participants suggested that some gated communities are indeed hesitant to invite the police onto their property as they are concerned that this would result in enhanced enforcement of traffic and quality of life ordinances. In other words, they do not welcome enhanced scrutiny. One individual explained, “because we are an affluent city, we wanted the cops not to enforce certain rules and laws – but now our expectations have changed.” That person continued, “prior to the shootings, the officers here were a little bit older and a little bit more laid-back; frankly, that’s what people wanted, we liked them not to give us a hard time [enforcement wise].” Another individual explained, “that’s how we got complacent – we were okay with these types of cops, because we didn’t know any better, we thought we lived in a glass bubble, but that bubble has now burst.”

When a pattern of property crimes such as the automobile break-ins referenced above occurs, residents offer criticism for the manner in which the BSO responds. A number of participants identified this as a paradox, “we don’t really want you in the community; yet we want you in the community.”

The events of February 2018 dramatically altered community perceptions of the police in Parkland. The consultants made an effort to identify and distinguish attitudes and opinions about the police that were held prior to February 2018.

Several members of our focus groups suggested that the community was “not getting [their] money’s worth out of the Sheriff’s Office contract.” Specifically, several individuals suggested that the existing contract did not sufficiently emphasize community policing, community outreach/public information, and crime prevention. As a result, they suggest that the BSO’s “relationship with the community has suffered” and that the department and its deputies are “not held accountable.” One individual noted, “we have been missing the community portion [of police services].” Another stated, “we don’t know the police by name.” Yet another added, “there is no warm connection between cops and the public... We want a different product [from the BSO].” Interestingly, several individuals noted that Parkland community members also bear responsibility to make an effort to “connect with the officers.” CPSM notes that the various homeowners’ associations dispersed throughout the Parkland community do not seem to have a uniform voice. CPSM believes that this also contributes to a less-than-optimal police/community relationship.

CPSM consultants asked focus group participants the following question, “Who do you call when you have a problem with the police?” Their response was generally “the mayor” or “City Hall.” Interestingly, no individuals identified the BSO chief assigned to Parkland, or any other BSO employee, as the person to address such issues.

In light of the foregoing, CPSM believes that there now exists in Parkland a very critical need for a clear and effective strategy for public outreach and relationship-building on the part of the

BSO. Community leaders, city officials, and school administrators bear responsibility for achieving this as well. These efforts must be developed and executed collaboratively and strategically.

***CPSM Gap Analysis Recommendation: The various homeowners associations must make it a point to request and insist that representatives of the BSO attend their meetings and, occasionally, their HOA-sponsored social functions. Ideally, patrol deputies would attend such events within their patrol districts. Similarly, the homeowner's associations should regularly meet among themselves to identify community policing needs and to interact with BSO district command staff and BSO representatives performing community outreach. This would do much to create an atmosphere of both transparency and accountability.***

During our discussion, there was a generalized concern that the deputies assigned to Parkland are generally "at the end of their careers" and that they "are not fully engaged." We were advised that deputies select where they prefer to work within the county and that senior deputies tend to choose Parkland due to its overall low crime rate. We should note, however, that several participants offered different opinions, supporting both the overall quantity and quality of service offered by BSO deputies.

One participant was particularly vocal with regard to the suggestion that the BSO is so large that it cannot be completely invested in the various communities with which it has contracted to provide police services. This individual stated, "the county is just too big – our needs [here in Parkland] are vastly different than the needs of all those other communities." Another individual stated, "the BSO is a sprawling entity – Parkland is not going to be first on the list of their priorities because our crime is so low," "the BSO is primarily concerned with political consideration, they are not focused on what we here in Parkland want to do to make the community safe."

In any event, regardless of the actual quality of police services previously delivered, it is clear that an atmosphere of "hypersensitivity" currently exists in Parkland concerning personal safety. A specific strategy and community outreach program needs be designed to address these concerns.

Several of the individuals we met with indicated that there is an overall "lack of communication with the BSO." We were advised that patrol deputies generally do not interact with community members. Several individuals said deputies assigned to public events congregate among themselves rather than openly interacting with members of the community. Nevertheless, the vast majority of our participants stressed disappointment with the overall lack of "accountability and transparency" on the part of the BSO. One individual who seemed knowledgeable about modern police practices stated, "communication is the solution – community policing just doesn't exist here." That person continued, "when you contract out to the 'big green machine' [i.e., the BSO], you lose this." This led to a protracted discussion regarding the extent to which the BSO has become part of "the fabric of the community." Participants in that particular focus group were asked to rate the BSO's overall "connection with the community" on a scale of 1 to 10, with 10 being the highest rating. Every participant scored the BSO at either one or two.

In each of our other focus groups, there was a consistent theme suggesting that the BSO has not communicated a clear community policing or crime prevention strategy for Parkland. Participants universally criticized the BSO's public information efforts.

One individual within city government explained that Parkland is indeed "a traumatized community." This person suggested that "cops, like teachers, should learn about how trauma

works, what to expect, how to deal with people who are suffering from it." It was unclear how much work had been done in this regard to prepare BSO deputies assigned to Parkland. Even assuming that such work has occurred, it is essential that these efforts be communicated to the public to enhance their overall feeling of comfort and safety.

The consultants have concluded that, over the past several years, there has indeed been an overall lack of open communication between the BSO and the city concerning the quantity and quality of police services being delivered. Performance data prepared by the BSO is not being openly discussed with city officials on a monthly basis. This lack of open communication significantly compromises police-community relations and efforts to establish personal accountability. Several individuals suggested an overall lack of visibility, accountability, and leadership within the BSO vis-a-vis the Parkland community. This was a persistent theme throughout all of our discussions.

## SECTION 2. SCHOOL RESOURCE OFFICERS – COMMUNITY PERSPECTIVE

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In light of the recent tragedy, the position of SRO in Parkland has taken on a new significance. Virtually every member of the community that we met with had a strongly expressed, significant, and ongoing concern with safety of school children, teachers, staff, and administrators.

We were informed that the BSO is currently experiencing difficulty in filling SRO positions in Parkland. This is at least partially a result of the fact that SROs assigned to Parkland will likely be continually scrutinized by students, parents, faculty, staff, and administration. The BSO is also generally experiencing a shortage in viable applicants to the deputy position.

The BSO currently has a robust School Resource Officer program. The program consists of one Captain, one Lieutenant, three Sergeants and an Officer in Charge, and approximately 72 School Resource Officers. The program is, however, decentralized, and the SRO programs are now “run out of the various districts.” In other words, the SROs assigned to Parkland do not meet with SROs assigned to other communities within the BSO jurisdiction. Deputies performing SRO duty within Parkland are supervised by a Sergeant assigned to Parkland and who also supervises investigations (i.e., detectives) and is also a member of the SET Unit.

In the early 2000s, funding responsibility for School Resource Officers shifted to local communities. The Broward County school board contributes 30 percent of the cost of SROs. Interestingly, the Broward County Public Schools has little to no involvement in the selection process of the SROs. The Broward County Public Schools or a school principal can, however, ask for removal of a particular SRO. In June 2018, a recommendation was made concerning the creation of a small police force. Broward County Public Schools was apparently not interested.

During the July site visit, CPSM consultants learned that the SRO currently assigned to the high school works a 6:30 a.m. to 6:00 p.m. schedule. We were advised that this deputy had not yet attended SRO training, although he is scheduled to do so in the near future. He is, however, certified in SRT response. This SRO has worked at the high school throughout the summer and, during the school year, has been directed to remain on duty after school hours for sporting events, student club meetings, rehearsals, parent-teacher meetings, etc. During large-scale events, such as a football game, additional deputies are assigned to assist with security and traffic enforcement. The SRO at the high school coordinates with the assistant principal in charge of security. The SRO currently assigned to the high school does not teach any classes. We were advised that at least two deputies will be permanently assigned as SROs at the high school for the upcoming semester. Upon physical inspection, it was found that the SRO office was properly situated. Commencing with the 2018/2019 school year, three SROs were assigned to MSD School.

At the time of the July site visit, Broward County Public Schools had 10 unarmed civilian security personnel (i.e., campus security specialist and campus monitors) assigned to the high school. We were advised that the primary function of these personnel in terms of security is to simply “observe and report.” The SRO assigned to the high school does not supervise these individuals or provide them with direction. These individuals are employed by the Broward County Public Schools and wear civilian clothing.

***CPSM Gap Analysis Recommendation: School security personnel should wear some type of clothing that identifies them as security personnel, such as a distinctive polo shirt or jacket.***

Broward County Public Schools has a Special Investigative Unit (School Police). Rather than performing proactive patrols within the schools, these individuals primarily conduct investigations concerning school employees.

We were advised that approximately 50 new video cameras have been installed throughout some schools and campuses. It does not appear, however, that cameras will be continually monitored by security personnel.

Focus group participants informed us that, over the past several months, a number of complaints had been made about SROs concerning their inattentiveness and overall lack of engagement.

Several members of our focus groups were quite vocal in their condemnation of the personal conduct of several members of the BSO in connection with the February shootings. One individual stated, "it was an epic failure, a disaster." This individual added, "at the time that we needed them most, there was an epic failure; it occurred before, during and after the shootings." Others suggested that what has been exposed is a "lack of training and a lack of staffing" at the schools. Numerous participants questioned the amount and quality of training provided to deputies and, in particular, SROs. Others described a significant "breach of trust" that occurred in the wake of the February shootings and suggested that this situation must be openly discussed and addressed prior to reestablishing trust with the community. One parent indicated "my kids do not feel safe in the hands of the BSO." Another person stated, "BSO is a joke to teenagers." While it is beyond the scope of the present engagement to either investigate or comment upon any actual malfeasance or nonfeasance of duty in connection with the February shootings, CPSM does note that this sentiment of a breach of trust is presently quite real in this community. Whether or not these sentiments and attitudes are based in fact is irrelevant; what is of immediate concern is the fact that they are real, that they do in fact exist and appear to be quite pervasive in the community. A specific strategy for addressing these concerns must be developed and implemented immediately. One individual who was speaking about the upcoming school year insisted that deputies assigned schools "must earn the trust back, one kid at a time at every school." There is presently an obvious need for open discussions concerning this matter.

Focus group participants uniformly agreed that such discussions have not taken place. Another recurring theme in each of these focus groups was an extremely high level of frustration on the part of community members, with the lack communication from the highest levels of the BSO. They also expressed the critical need for relationship building and a unified vision for providing for school safety going forward. As one individual noted, "we need to know, what's the plan?"

The current contract language regarding SRO services was reviewed by the consultants and found to be vague and insufficient. It does not express with particularity what the exact duties and responsibilities of an SRO are. Our focus groups suggest that parents are currently particularly concerned with the existing protocol(s) that are in place to identify and intervene with students who appear to pose a possible threat within the schools. This lack of communication, clarity, and understanding should be considered to be a significant limitation to operational efficiency, supervision, and evaluation.

During the consultants' on-site inspection of the high school, it was determined that specific post orders or standard operating procedures (SOPs) have not been prepared for this facility. We view this as an area of concern as well as a missed opportunity.

***CPSM Gap Analysis Recommendation: The BSO and the Broward County Public Schools must work to develop clear and understandable SOPs for the deputies assigned to SRO duty at the high school.***

At the time of our site visit, it did not appear that SROs were formally being provided with crime analysis by the BSO. Rather, informal communications among deputies was identified as the primary means by which SROs learn about recurring calls for service and area crime patterns. It was unclear whether SROs assigned to the high school had a formal way to obtain criminal intelligence concerning their students.

Clearly, in light of the city's recent history, every effort should be made to express with particularity what the role of an SRO is as well as what each SRO's responsibilities are. Members of the community and city officials also need to know who is directing and supervising SROs and perhaps more importantly, what is the plan? None of this is addressed in contracts or any other documents provided to the consultants. Similarly, our interviews with members of the BSO did not provide sufficient answers to these questions.

SROs who assigned to the elementary school do teach classes (such as the GREAT and STAR programs). There is no after-school sporting events schedule at the elementary level. However, there is an "after care" program that lasts until 6:00 p.m. SROs assigned to the elementary school perform a 7:00 a.m. to 6:00 p.m. shift.

CPSM was advised that the elementary school does have a school-specific safety plan. This plan is reviewed and updated every year by the principal, the two assistant principals, and "the rest of the safety team," which includes the SRO assigned to the school. It should be noted that Parkland SROs have traditionally "invited road deputies into the school at the beginning of the semester to familiarize them with the layout of the buildings and grounds." CPSM was also advised that the BSO has been provided with detailed plans and blueprints for every school in the county. These plans are available to all BSO deputies via their laptops.

***CPSM Gap Analysis Recommendation: School principals and assigned SROs should have quarterly meetings with senior police command staff and upper-level school administration.***

The consultants were provided with an overview of the "threat assessment" protocols that are in place within the school. Threat assessment committees are made up of parents, a psychologist, a school administrator, a school counselor, and a social worker. These committees address matters "arising within the schools" and follow specific protocols depending on the severity of the incident. The SRO will only be brought into a situation "if it is determined that a particular offense arises to a certain level." We were informed that more assessments are conducted at the high school level than the middle school or in the elementary school.

It is clear from our discussions with focus group participants that the community will not tolerate any perceived lack of vigilance or complacency on the part of BSO personnel assigned to the schools. As one individual stated, the February shootings "have galvanized the community, we won't tolerate any SRO simply hanging out. Deputies need to be very cautious about how they appear to anxious mothers and fathers. Body language and facial expressions matter. They must appear vigilant in order to make us feel safe." That individual similarly insisted that the BSO assign "their best and brightest [deputies] - they must be hand-picked." When asked what the desired

qualities of a Parkland SRO are, focus group participants responded “bravery,” “physically fit,” “responsive,” and “engaged.” Another person stated “we have no say about the SROs in school; we rely on the Sheriff and we get what they give us. The Sheriff does not even ask our [the parents’] opinion. What people want is community control or input on which officers are placed in the schools. We have no quality control here.” Another individual stated, “we need an entire makeover regarding the SROs” and suggested that “interaction and engagement with students and parents” was a necessity as it is directly related to a perception of vigilance on the part of SROs. Others stressed the importance of having BSO supervisors physically present at schools from time to time. It should be noted that one individual stated concerns about “turning the schools into a prison.”

One person noted that the sight of an SRO leaning on the wall talking on a cell phone is “unacceptable.” CPSM notes that these sentiments are indeed somewhat unusual, but they are clearly directly related to the tragedy of February 2018. Whether these community members’ expectations appear to be reasonable or not, they must be fully understood, discussed, and responded to in a strategic manner. As one community member noted, “perception is our reality in this particular case.” Another stated, “what we need is nonnegotiable.” Several focus group participants suggested that these very strong sentiments will persist “at least for the next year or two, perhaps longer.”

Participants in our focus groups made it very clear that they were personally aware of the fact that “the SRO position is undesirable because the expectations are so high.” Nevertheless, they believe that every effort must be made to provide incentives for deputies to take these positions.

Once again, the central theme in our discussions concerning school safety was the fact that “engagement with students and parents” was repeatedly identified as the means of “reestablishing trust” with the BSO and deputies. One person emphatically stated, “we want them to care and we want them to continually show us that they care.”



# SECTION 3. WORKLOAD DATA ANALYSIS & OPERATIONAL ANALYSIS FOR STAFFING LEVELS

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## WORKLOAD DATA ANALYSIS

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This data analysis on law enforcement services provided by the Broward Sheriff's Office for the City of Parkland, Florida, focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the contracted services' personnel and financial commitment.

All information in this analysis was developed using computer-aided dispatch (CAD) system data provided from the Broward Sheriff's Office Regional Communications Division.

CPSM collected data for a one-year period of June 1, 2017, through May 31, 2018. The majority of the first section of the report, concluding with Table 3-8, uses call data for the one-year period. For the detailed workload analysis, we use two eight-week sample periods. The first period is from July 7 through August 31, 2017, or summer, and the second period is from March 6 through April 30, 2018, or spring.

### Workload Analysis

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
  - We distinguish between patrol and nonpatrol units.
  - We assign a category to each event based upon its description.
  - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "deputy-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no deputy time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered a number of issues when analyzing Parkland's dispatch data. We made assumptions and decisions to address these issues.



- 917 events (about 5.1 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 110 different event descriptions, which we condensed into 14 categories for our tables and 9 categories for our figures (shown in Chart 3-1). Table 3-20 shows how each call description was categorized.

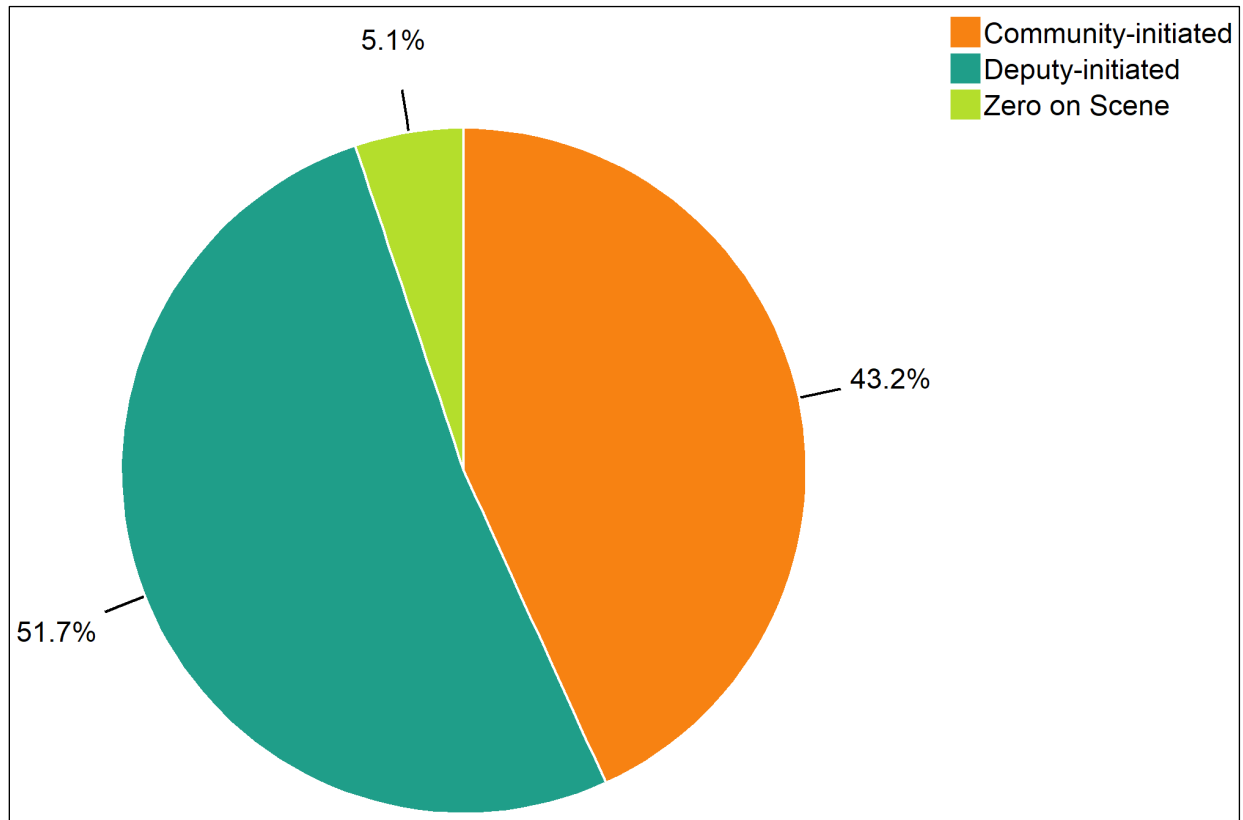
Between June 1, 2017, and May 31, 2018, the communications center recorded approximately 17,852 events that were assigned call numbers, and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 49 patrol-related events per day, approximately 5.1 percent of which (2.5 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

### CHART 3-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist other agency	Assist
Check	Check
Crime–person	Crime
Crime–property	
Disturbance	Directed patrol
Animal	General noncriminal
Civil matter	
Information	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

**FIGURE 3-1: Percentage Events per Day, by Initiator**



**Note:** Percentages are based on a total of 17,852 events.

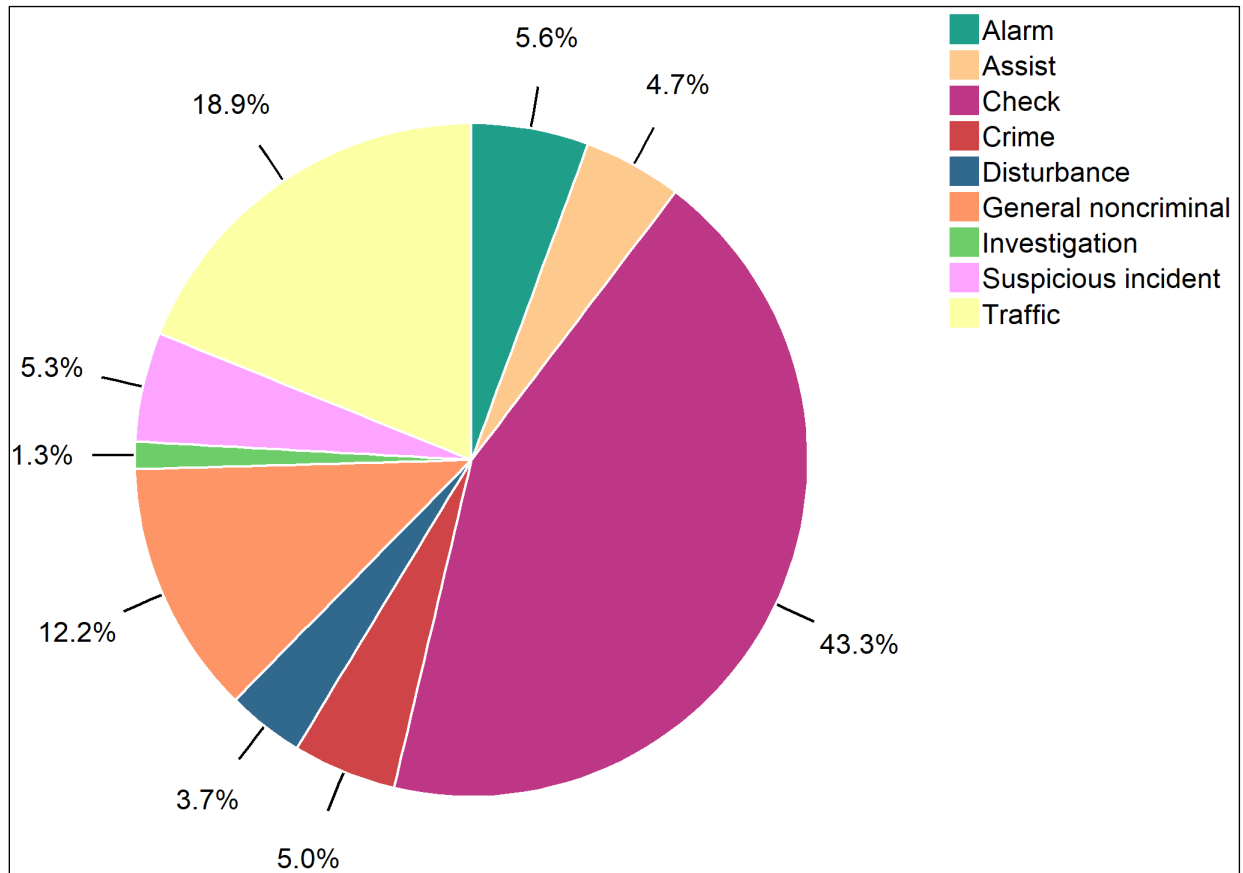
**TABLE 3-1: Events per Day, by Initiator**

Initiator	No. of Events	Events per Day
Community-initiated	7,712	21.1
Deputy-initiated	9,223	25.3
Zero on scene	917	2.5
<b>Total</b>	<b>17,852</b>	<b>48.9</b>

**Observations:**

- 43 percent of all events were community-initiated.
- 52 percent of all events were deputy-initiated.
- 5 percent of the events had zero time on scene.
- On average, there were 49 events per day, or 2.0 per hour.

**FIGURE 3-2: Percentage Events per Day, by Category**



**Note:** The figure combines categories in the following table according to the description in Chart 3-1.

**TABLE 3-2: Events per Day, by Category**

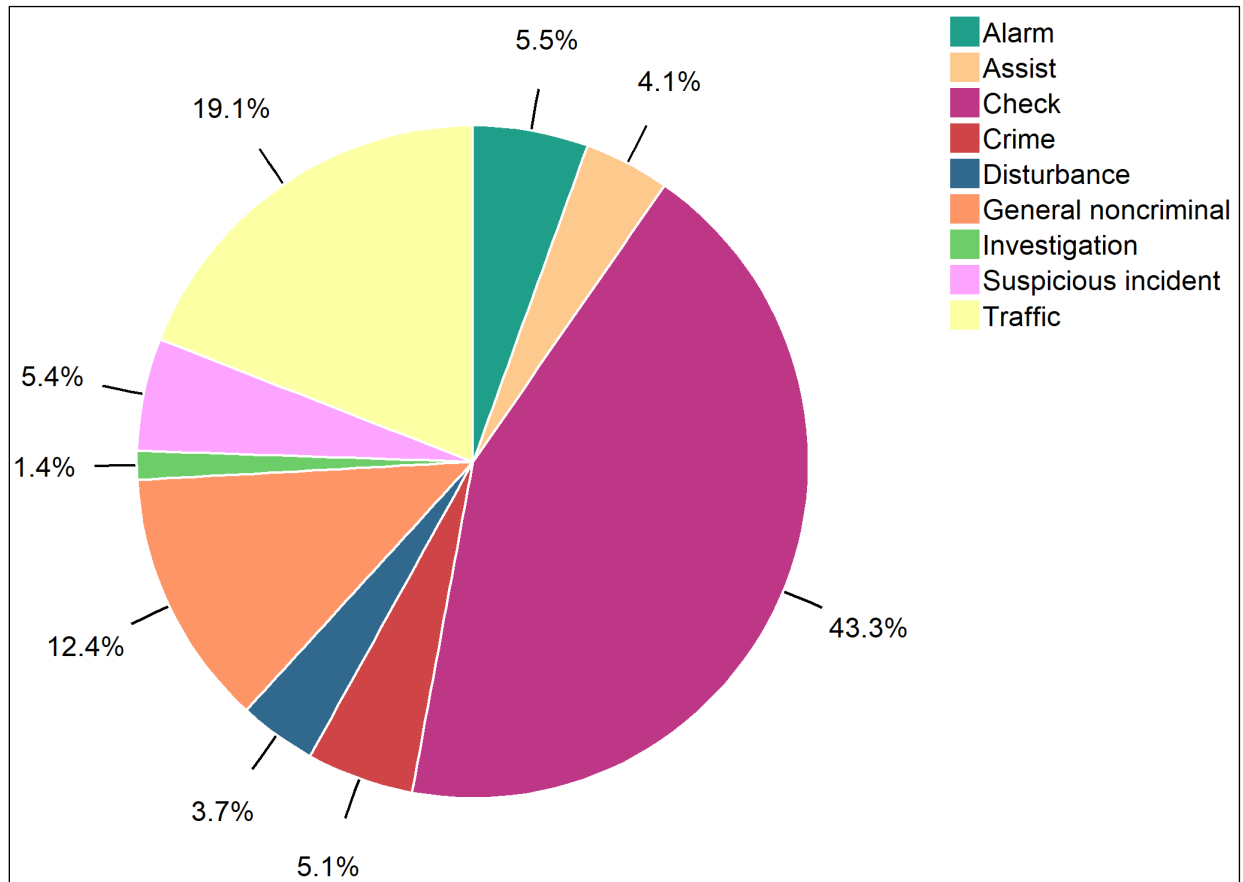
Category	No. of Events	Events per Day
Accident	450	1.2
Alarm	1,004	2.8
Animal	114	0.3
Assist other agency	845	2.3
Check	7,736	21.2
Civil matter	125	0.3
Crime–person	180	0.5
Crime–property	710	1.9
Disturbance	659	1.8
Information	1,937	5.3
Investigation	235	0.6
Suspicious incident	938	2.6
Traffic enforcement	1,103	3.0
Traffic stop	1,816	5.0
<b>Total</b>	<b>17,852</b>	<b>48.9</b>

**Note:** Observations below refer to events shown within the figure rather than the table.

### Observations:

- The top three categories accounted for 74 percent of events:
  - 43 percent of events were checks.
  - 19 percent of events were traffic-related.
  - 12 percent of events were general noncriminal events.
- 5 percent of events were crimes.
- Nearly all checks were described as “police service calls.”

**FIGURE 3-3: Percentage Calls per Day, by Category**



**Note:** The figure combines categories in the following table according to the description in Chart 3-1.

**TABLE 3-3: Calls per Day, by Category**

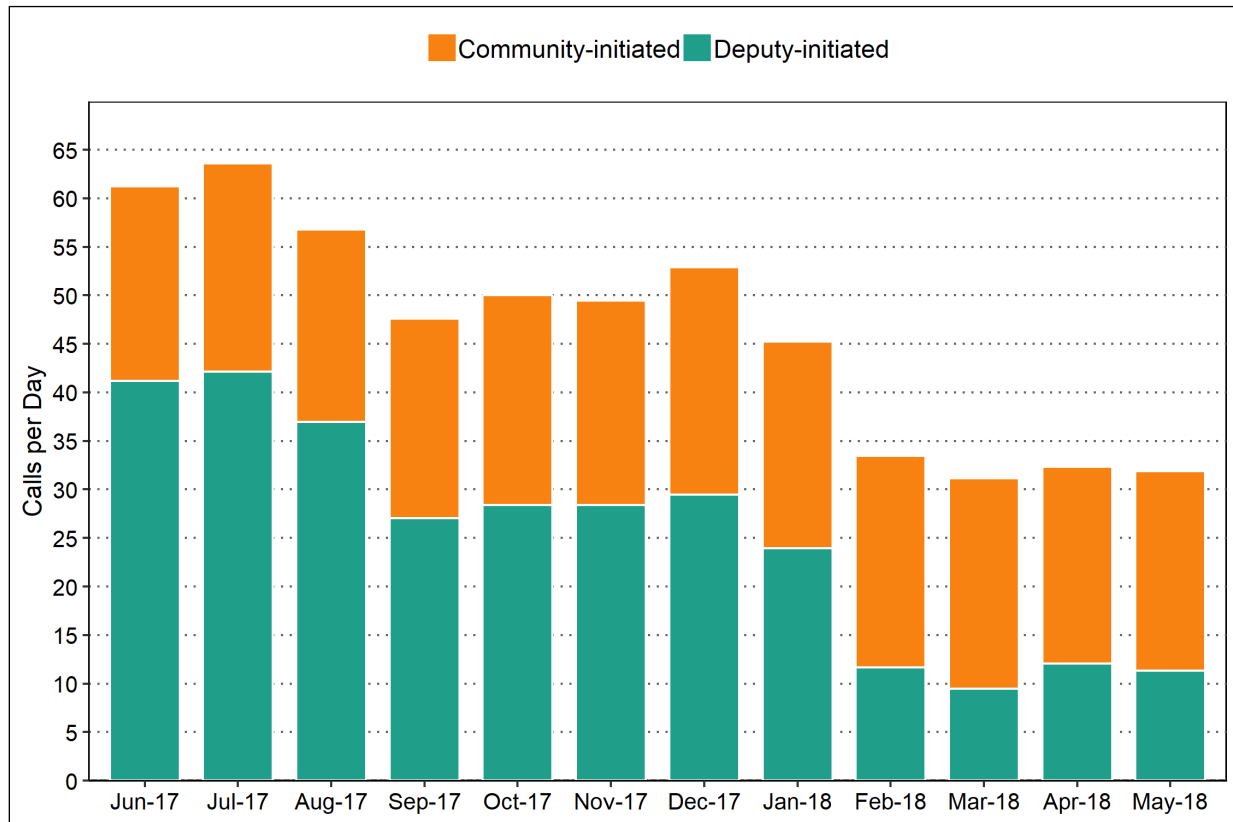
Category	No. of Calls	Calls per Day
Accident	435	1.2
Alarm	939	2.6
Animal	110	0.3
Assist other agency	696	1.9
Check	7,325	20.1
Civil matter	124	0.3
Crime–person	178	0.5
Crime–property	694	1.9
Disturbance	629	1.7
Information	1,861	5.1
Investigation	233	0.6
Suspicious incident	916	2.5
Traffic enforcement	1,048	2.9
Traffic stop	1,747	4.8
<b>Total</b>	<b>16,935</b>	<b>46.4</b>

**Note:** The focus here is on recorded calls rather than recorded events. We removed 917 events with zero time on scene.

### Observations:

- On average, there were 46.4 calls per day, or 1.9 per hour.
- The top three categories accounted for 74 percent of calls:
  - 43 percent of calls were checks.
  - 19 percent of calls were traffic-related.
  - 12 percent of calls were general noncriminal calls.
- 5 percent of calls were crimes.

**FIGURE 3-4: Calls per Day, by Initiator and Month**



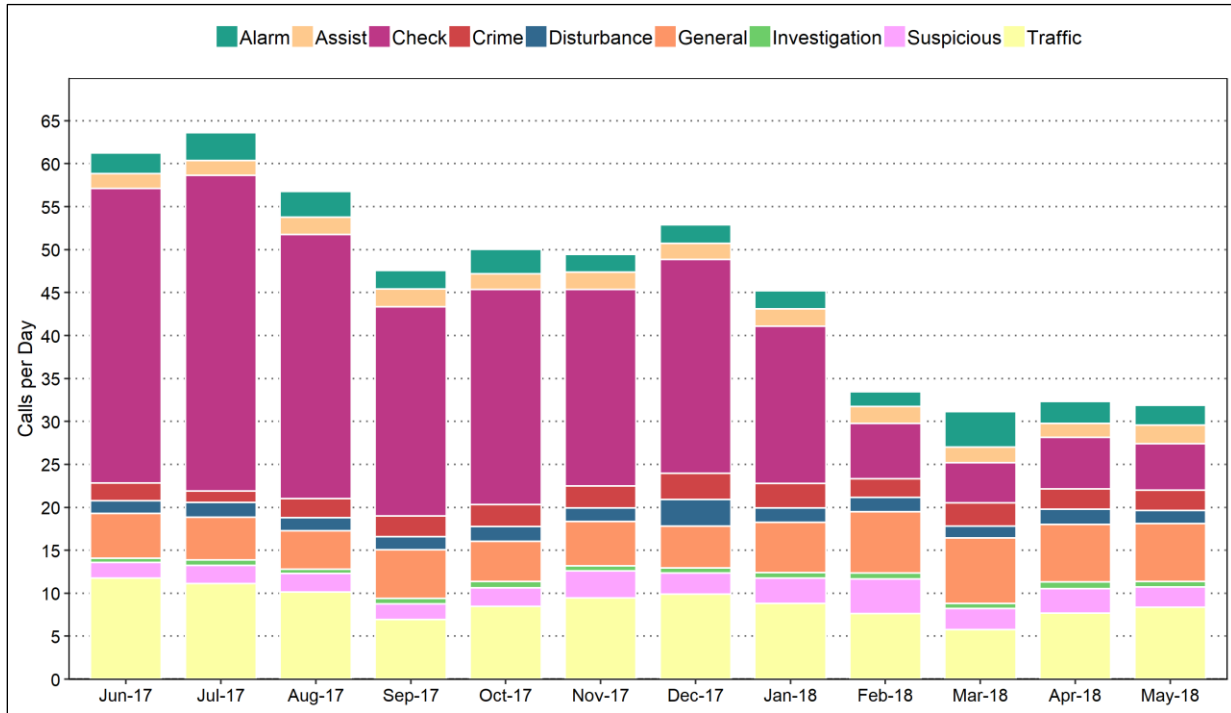
**TABLE 3-4: Calls per Day, by Initiator and Months**

Initiator	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Community	20.1	21.5	19.8	20.5	21.6	21.1	23.5	21.3	21.8	21.7	20.3	20.5
Deputy	41.2	42.1	37.0	27.1	28.4	28.4	29.5	24.0	11.7	9.5	12.1	11.4
<b>Total</b>	<b>61.2</b>	<b>63.6</b>	<b>56.8</b>	<b>47.6</b>	<b>50.0</b>	<b>49.5</b>	<b>52.9</b>	<b>45.2</b>	<b>33.5</b>	<b>31.2</b>	<b>32.3</b>	<b>31.9</b>

**Observations:**

- The number of calls per day was lowest in March.
- The number of calls per day was highest in July.
- The months with the most calls had 104 percent more calls than the months with the fewest calls.
- December had the most community-initiated calls, with 18 percent more than August, which had the fewest.
- July had the most deputy-initiated calls, with 344 percent more than March, which had the fewest.

**FIGURE 3-5: Calls per Day, by Category and Month**



**Note:** The figure combines categories in the following table according to the description in Chart 3-1.



**TABLE 3-5: Calls per Day, by Category and Month**

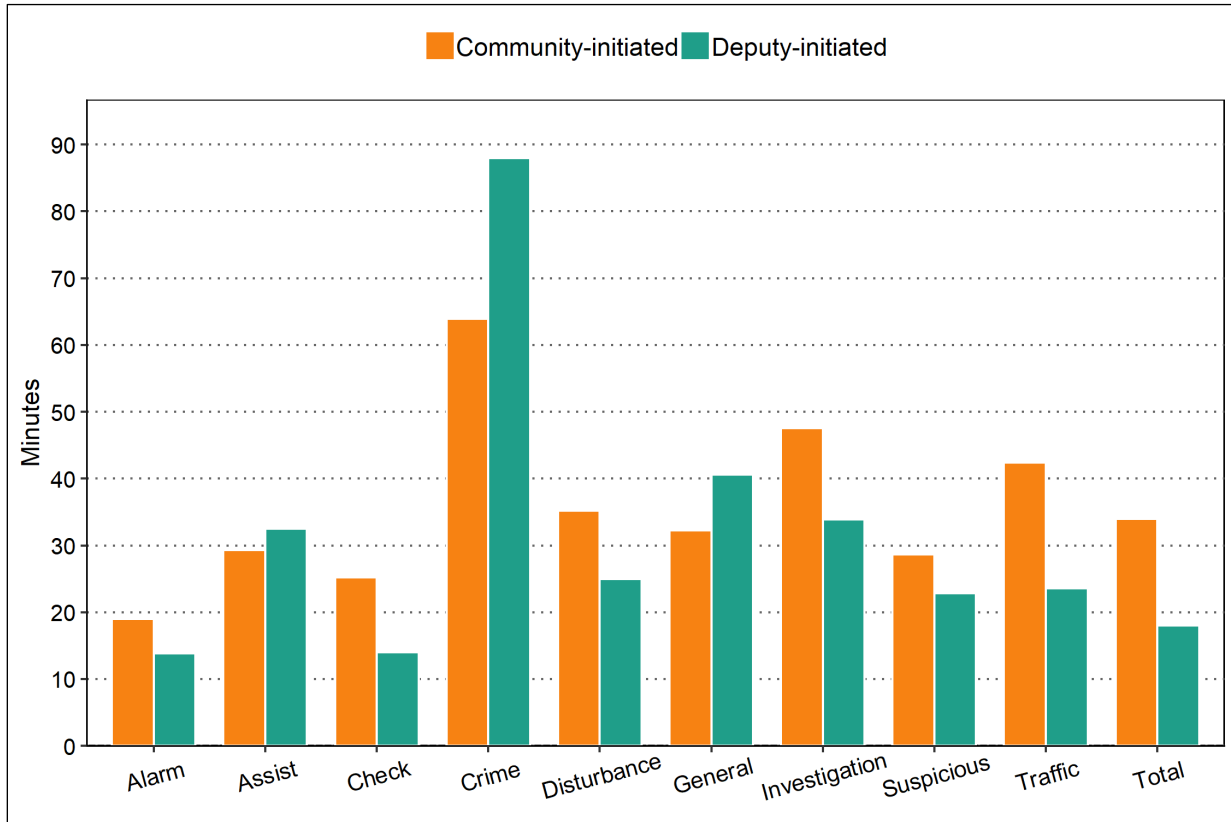
Category	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Accident	1.0	0.9	1.2	0.9	1.2	1.1	1.7	1.1	1.6	1.1	1.3	1.2
Alarm	2.4	3.2	3.0	2.2	2.8	2.1	2.2	2.1	1.8	4.2	2.6	2.3
Animal	0.4	0.3	0.2	0.3	0.3	0.6	0.3	0.2	0.3	0.1	0.3	0.4
Assist other agency	1.7	1.7	2.0	2.1	1.8	2.0	1.9	2.0	2.0	1.8	1.6	2.2
Check	34.3	36.7	30.8	24.3	25.1	22.9	24.9	18.3	6.4	4.7	6.0	5.4
Civil matter	0.4	0.5	0.2	0.3	0.3	0.4	0.4	0.5	0.4	0.2	0.2	0.4
Crime-person	0.5	0.1	0.4	0.2	0.6	0.5	0.7	0.3	0.5	0.9	0.7	0.4
Crime-property	1.6	1.2	1.8	2.2	1.9	2.1	2.3	2.5	1.6	1.8	1.7	2.0
Disturbance	1.5	1.7	1.5	1.5	1.7	1.6	3.1	1.7	1.7	1.4	1.8	1.5
Information	4.4	4.2	4.1	5.0	4.1	4.2	4.2	5.1	6.5	7.3	6.2	6.0
Investigation	0.5	0.6	0.5	0.6	0.7	0.6	0.6	0.7	0.7	0.6	0.8	0.7
Suspicious incident	1.8	2.1	2.2	1.8	2.2	3.1	2.5	2.9	4.0	2.5	2.8	2.4
Traffic enforcement	2.9	1.5	2.4	2.1	3.3	3.2	3.9	3.1	2.2	2.0	3.3	4.3
Traffic stop	7.9	8.6	6.6	3.9	4.0	5.2	4.3	4.5	3.8	2.6	3.0	2.8
<b>Total</b>	<b>61.2</b>	<b>63.6</b>	<b>56.8</b>	<b>47.6</b>	<b>50.0</b>	<b>49.5</b>	<b>52.9</b>	<b>45.2</b>	<b>33.5</b>	<b>31.2</b>	<b>32.3</b>	<b>31.9</b>

**Note:** Calculations were limited to calls rather than events.

### Observations:

- The top three categories averaged between 58 and 84 percent of calls throughout the year:
  - Checks averaged between 4.7 and 36.7 calls per day throughout the year.
  - Traffic-related calls averaged between 5.7 and 11.8 calls per day throughout the year.
  - General noncriminal calls averaged between 4.5 and 7.6 calls per day throughout the year.
- Crimes averaged between 1.4 and 3.0 calls per day throughout the year.
- Crimes accounted for 2 to 9 percent of total calls throughout the year.

**FIGURE 3-6: Primary Unit's Average Occupied Times, by Category and Initiator**



**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 3-1.

**TABLE 3-6: Primary Unit's Average Occupied Time, by Category and Initiator**

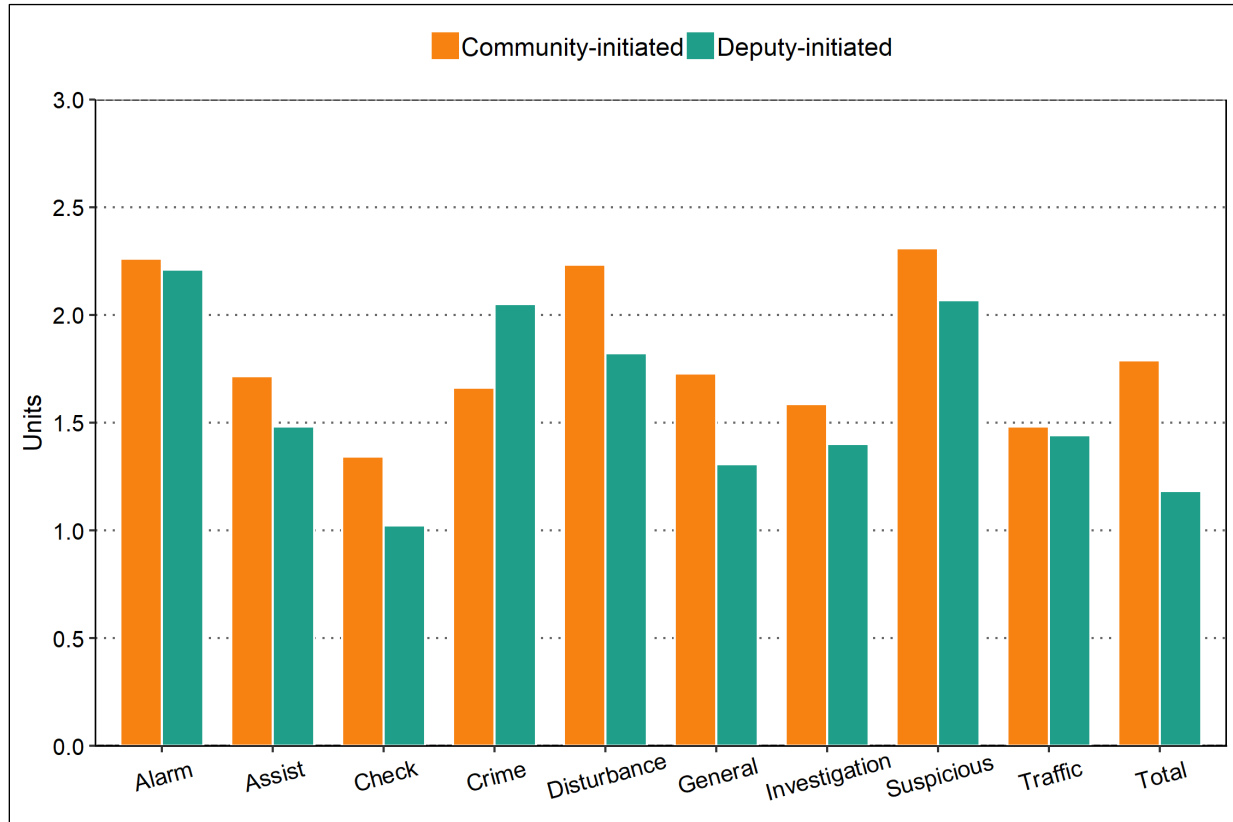
Category	Community-Initiated		Deputy-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	58.7	390	51.3	45
Alarm	19.0	920	13.9	19
Animal	38.0	98	35.1	12
Assist other agency	29.3	636	32.5	60
Check	25.2	1,159	14.0	6,166
Civil matter	40.9	118	60.4	6
Crime–person	87.1	145	101.4	33
Crime–property	58.7	648	78.3	46
Disturbance	35.2	601	25.0	28
Information	31.3	1,742	40.2	119
Investigation	47.5	208	33.9	25
Suspicious incident	28.6	679	22.9	237
Traffic enforcement	25.0	368	57.3	680
Traffic stop	NA	0	9.7	1,747
<b>Weighted Average/Total Calls</b>	<b>33.9</b>	<b>7,712</b>	<b>18.0</b>	<b>9,223</b>

**Note:** The information in Figure 3-6 and Table 3-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

### Observations:

- A unit's average time spent on a call ranged from 14 to 88 minutes overall.
- The longest average times were for deputy-initiated crime calls.
- The average time spent on crime calls was 64 minutes for community-initiated calls and 88 minutes for deputy-initiated calls.

**FIGURE 3-7: Average Number of Responding Units, by Initiator and Category**



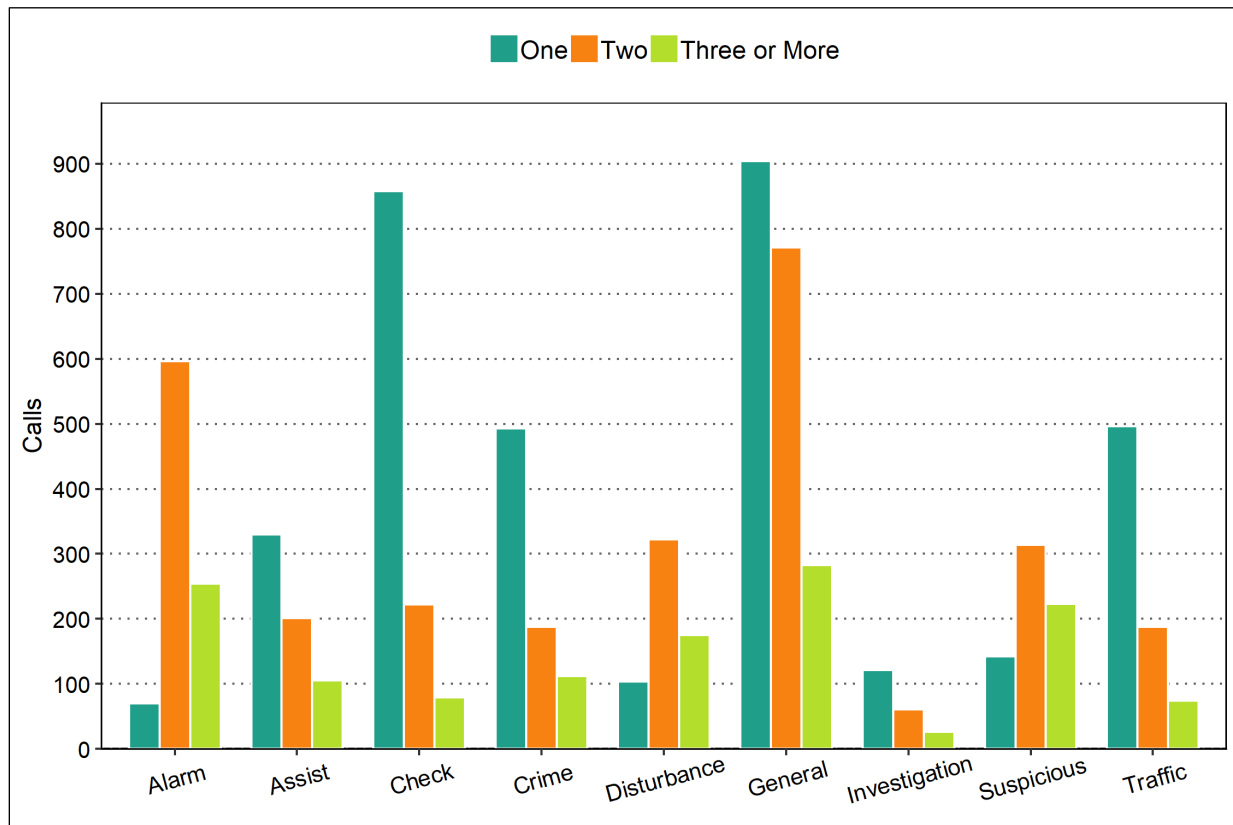
**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 3-1.

**TABLE 3-7: Average Number of Responding Units, by Initiator and Category**

Category	Community-Initiated		Deputy-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.6	390	1.8	45
Alarm	2.3	920	2.2	19
Animal	1.5	98	1.4	12
Assist other agency	1.7	636	1.5	60
Check	1.3	1,159	1.0	6,166
Civil matter	1.5	118	1.0	6
Crime–person	2.1	145	2.2	33
Crime–property	1.6	648	1.9	46
Disturbance	2.2	601	1.8	28
Information	1.8	1,742	1.3	119
Investigation	1.6	208	1.4	25
Suspicious incident	2.3	679	2.1	237
Traffic enforcement	1.4	368	1.1	680
Traffic stop	NA	0	1.6	1,747
<b>Weighted Average/Total Calls</b>	<b>1.8</b>	<b>7,712</b>	<b>1.2</b>	<b>9,223</b>

**Note:** The information in Figure 3-7 and Table 3-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

**FIGURE 3-8: Number of Responding Units, by Category, Community-initiated Calls**



**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 3-1.

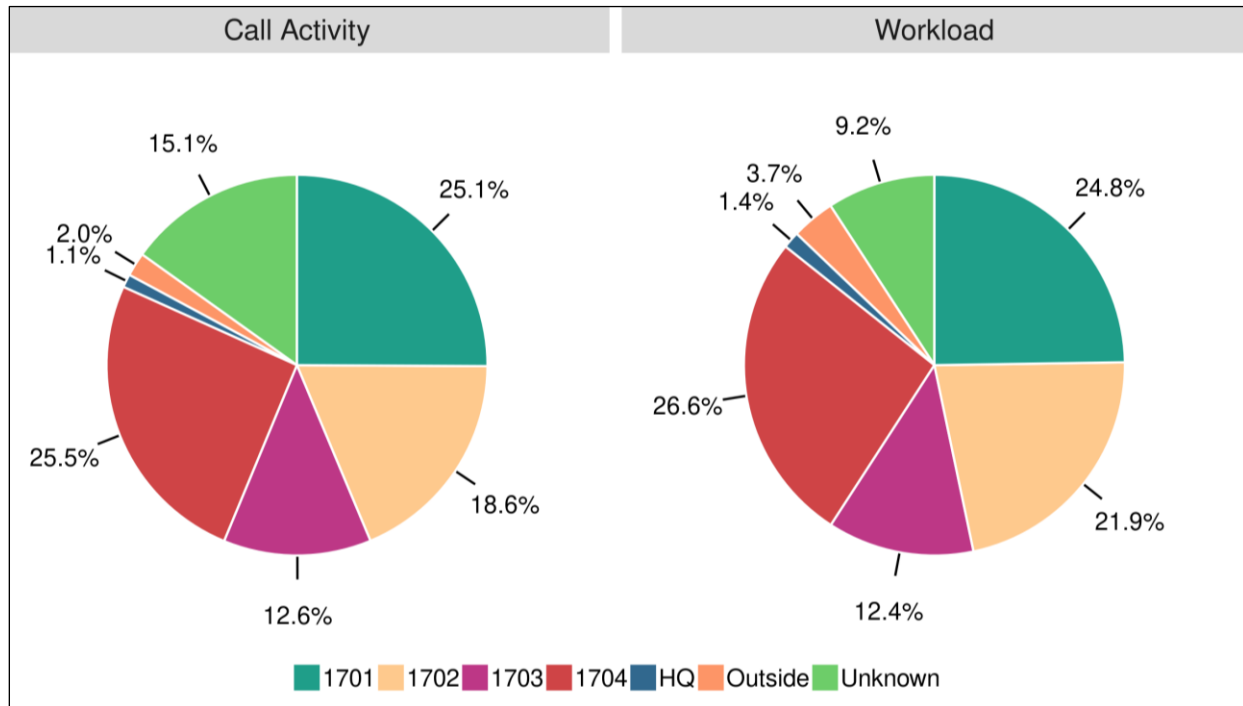
**TABLE 3-8: Number of Responding Units, by Category, Community-initiated Calls**

Category	Responding Units		
	One	Two	Three or More
Accident	230	111	49
Alarm	70	596	254
Animal	60	31	7
Assist other agency	330	201	105
Check	858	222	79
Civil matter	70	41	7
Crime–person	65	44	36
Crime–property	428	144	76
Disturbance	104	322	175
Information	774	699	269
Investigation	121	61	26
Suspicious incident	142	314	223
Traffic enforcement	266	77	25
<b>Total</b>	<b>3,518</b>	<b>2,863</b>	<b>1,331</b>

## Observations:

- The overall mean number of responding units was 1.8 for community-initiated calls and 1.2 for deputy-initiated calls.
- The mean number of responding units was as high as 2.3 for disturbances that were community-initiated.
- 46 percent of community-initiated calls involved one responding unit.
- 37 percent of community-initiated calls involved two responding units.
- 17 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved were general noncriminal calls.

**FIGURE 3-9: Percentage Calls and Work Hours, by Location**



**Note:** The “Parkland” category includes calls within beats 1701 through 1704, as well as calls occurring at the local headquarters. The “Outside” category includes approximately 291 calls with miscellaneous beats, such as 907, 31, and 501. About 2,396 calls missing a beat record are grouped as “Unknown.”

**TABLE 3-9: Calls and Work Hours by Location, per Day**

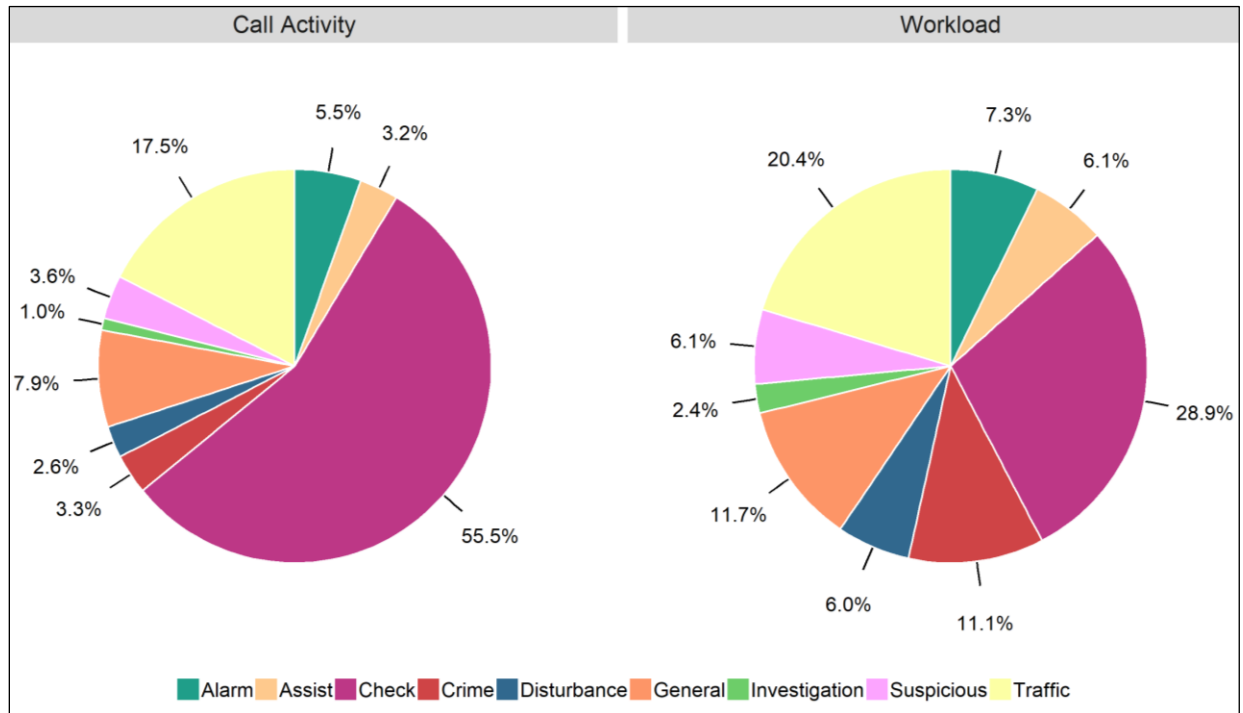
Beat	Per Day	
	Calls	Work Hours
1701	11.8	6.8
1702	8.8	6.1
1703	6.0	3.5
1704	12.0	7.3
HQ	0.6	0.4
Outside	0.8	0.8
Unknown	6.6	2.1
<b>Total</b>	<b>46.4</b>	<b>27.0</b>

**Observations:**

- 84 percent of calls are located within Parkland as well as 89 percent of workload.
- 1704 was the busiest beat, with 26 percent of calls and 27 percent workload.
- After excluding calls occurring at the Parkland Public Safety building, beat 1703 was the slowest beat in Parkland with 13 percent of calls and 12 percent of workload.



**FIGURE 3-10: Percentage Calls and Work Hours, by Category, Summer 2017**



**TABLE 3-10: Calls and Work Hours per Day, by Category, Summer 2017**

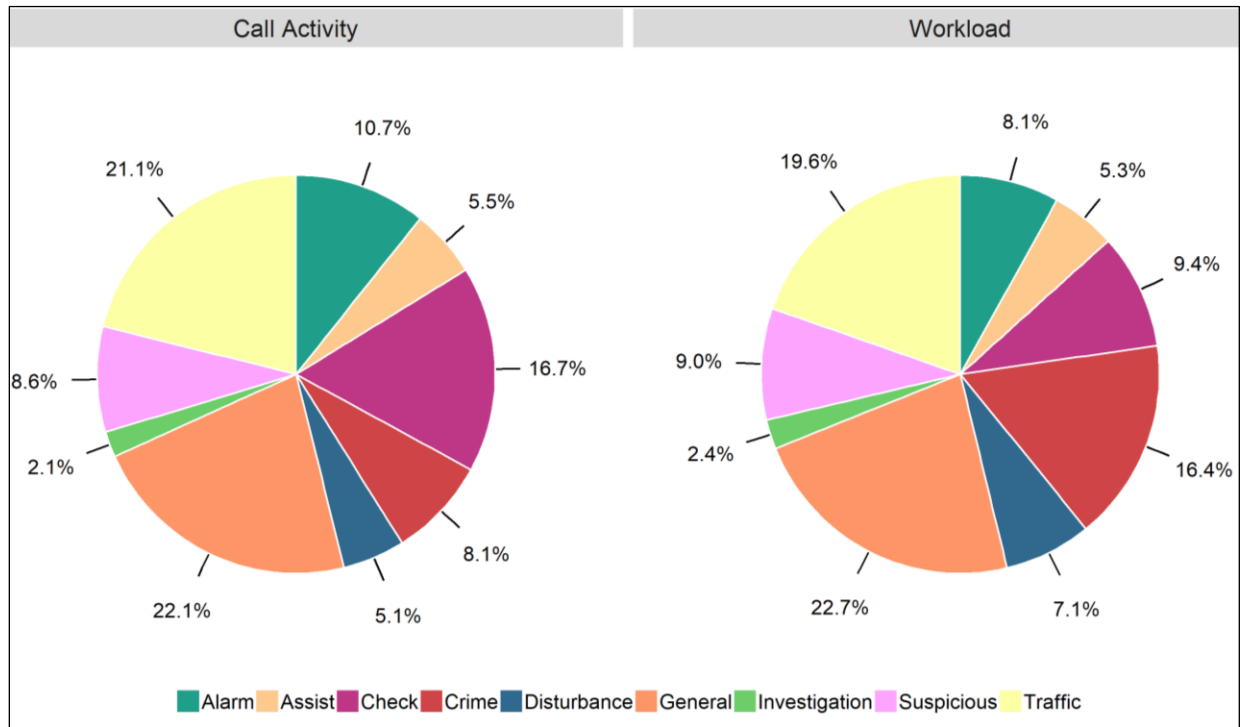
Category	Per Day	
	Calls	Work Hours
Accident	1.1	1.8
Alarm	3.2	1.8
Animal	0.2	0.2
Assist other agency	1.9	1.5
Check	32.7	7.2
Civil matter	0.3	0.3
Crime-person	0.2	0.7
Crime-property	1.7	2.1
Disturbance	1.5	1.5
Information	4.2	2.3
Investigation	0.6	0.6
Suspicious incident	2.1	1.5
Traffic enforcement	2.1	1.6
Traffic stop	7.2	1.6
<b>Total</b>	<b>58.9</b>	<b>24.9</b>

**Note:** Workload calculations focused on calls rather than events.

### Observations, Summer:

- The average number of calls per day was higher in summer than in spring.
- Total calls averaged 59 per day, or 2.5 per hour.
- Total workload averaged 25 hours per day, meaning that on average 1.0 deputies per hour were busy responding to calls.
- Checks constituted 55 percent of calls and 29 percent of workload.
- Traffic-related calls constituted 17 percent of calls and 20 percent of workload.
- General noncriminal calls constituted 8 percent of calls and 12 percent of workload.
- These top three categories constituted 81 percent of calls and 61 percent of workload.
- Crimes constituted 3 percent of calls and 11 percent of workload.

**FIGURE 3-11: Percentage Calls and Work Hours, by Category, Spring 2018**



**TABLE 3-11: Calls and Work Hours per Day, by Category, Spring 2018**

Category	Per Day	
	Calls	Work Hours
Accident	1.2	1.7
Alarm	3.4	2.1
Animal	0.2	0.2
Assist other agency	1.8	1.4
Check	5.3	2.4
Civil matter	0.2	0.2
Crime-person	0.8	2.0
Crime-property	1.8	2.2
Disturbance	1.6	1.8
Information	6.6	5.5
Investigation	0.7	0.6
Suspicious incident	2.7	2.3
Traffic enforcement	2.7	2.6
Traffic stop	2.8	0.7
<b>Total</b>	<b>31.7</b>	<b>25.9</b>

**Note:** Workload calculations focused on calls rather than events.

### Observations, Spring:

- The average daily workload was higher in spring than in summer.
- Total calls averaged 32 per day, or 1.3 per hour.
- Total workload averaged 26 hours per day, meaning that on average 1.1 deputies per hour were busy responding to calls.
- Checks constituted 17 percent of calls and 9 percent of workload.
- Traffic-related calls constituted 21 percent of calls and 20 percent of workload.
- General noncriminal calls constituted 22 percent of calls and 23 percent of workload.
- These top three categories constituted 60 percent of calls and 52 percent of workload.
- Crimes constituted 8 percent of calls and 16 percent of workload.

## Noncall Activities

In the period from June 1, 2017, through May 31, 2018, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 4,997 activities remained. These activities had an average duration of 51.3 minutes.

In this section, we report noncall activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in summer and spring.

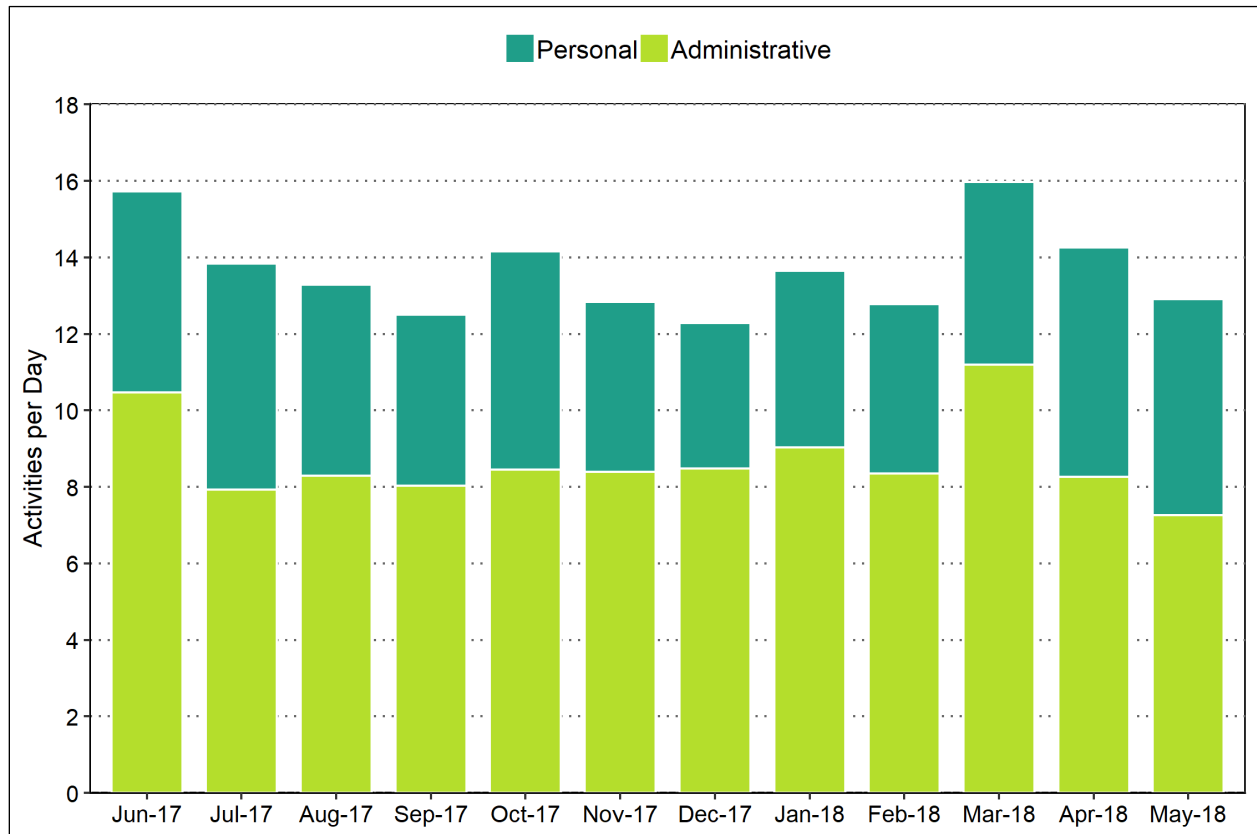
**TABLE 3-12: Activities and Occupied Times by Description**

CAD Status	Description	Occupied Time	Count
51	Miscellaneous task	37.0	44
BZ	Miscellaneous maintenance	59.6	1,375
CT	Court	81.7	76
DP	Directed patrol	3.3	17
EM	School zone	8.5	15
PC	Park check	15.7	65
PR	Headquarter	24.8	10
RC	Roll call	46.5	1,173
SD	Special detail	83.5	331
SZ	School zone	41.0	63
<b>Administrative - Weighted Average/Total Activities</b>		<b>55.5</b>	<b>3,169</b>
10	Short break	63.4	10
40	Meal break	43.8	1,818
<b>Personal - Weighted Average/Total Activities</b>		<b>43.9</b>	<b>1,828</b>
<b>Weighted Average/Total Activities</b>		<b>51.3</b>	<b>4,997</b>

**Observations:**

- The most common administrative activity descriptions were associated with miscellaneous maintenance and roll call.
- Personal activities were mostly meal breaks.
- The description with the longest average time were for special details.
- The average time spent on administrative activities was 55.5 minutes and for personal activities, it was 43.9 minutes.

**FIGURE 3-12: Activities per Day, by Month**



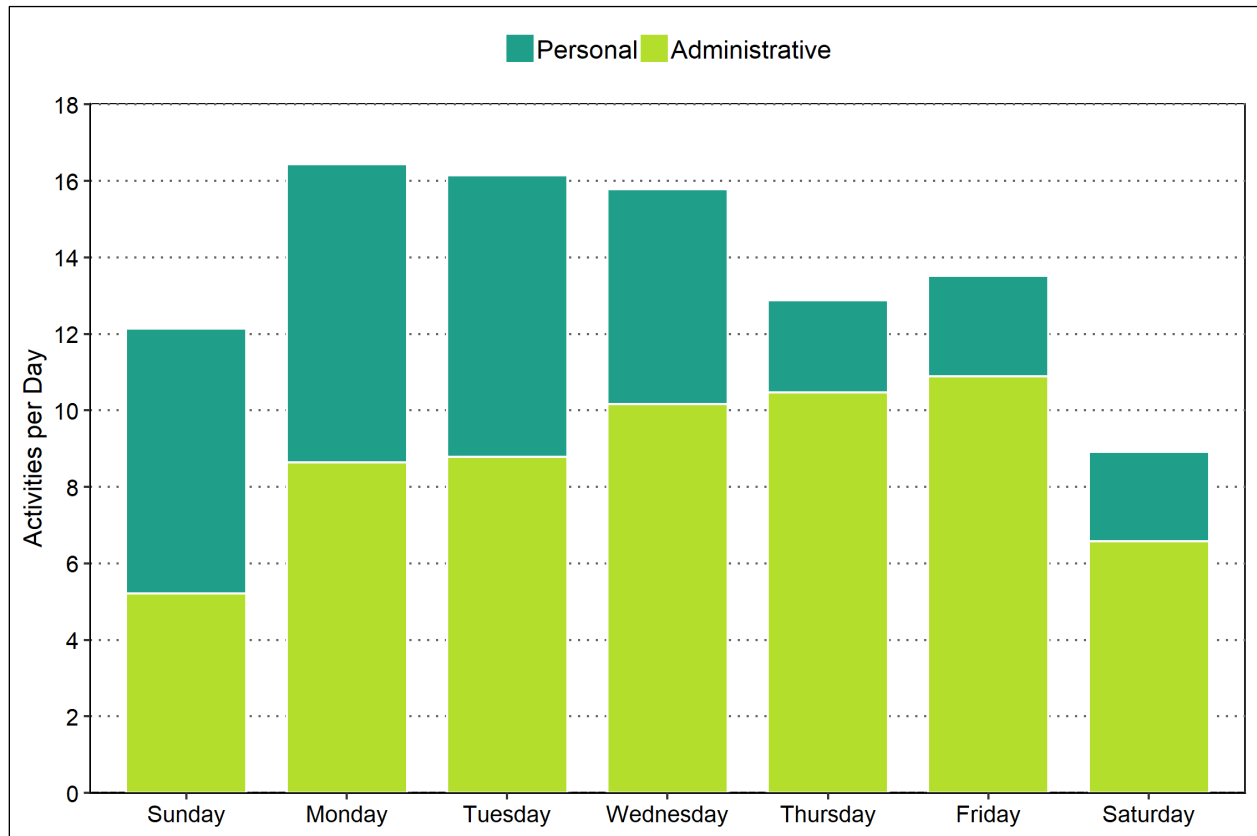
**TABLE 3-13: Activities per Day, by Month**

Activities	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Personal	5.3	5.9	5.0	4.5	5.7	4.4	3.8	4.6	4.4	4.8	6.0	5.6
Administrative	10.5	7.9	8.3	8.0	8.5	8.4	8.5	9.0	8.4	11.2	8.3	7.3
<b>Total</b>	<b>15.7</b>	<b>13.8</b>	<b>13.3</b>	<b>12.5</b>	<b>14.2</b>	<b>12.8</b>	<b>12.3</b>	<b>13.6</b>	<b>12.8</b>	<b>16.0</b>	<b>14.3</b>	<b>12.9</b>

**Observations:**

- The number of noncall activities per day was lowest in December.
- The number of noncall activities per day was highest in March.

**FIGURE 3-13: Activities per Day, by Day of Week**



**TABLE 3-14: Activities per Day, by Day of Week**

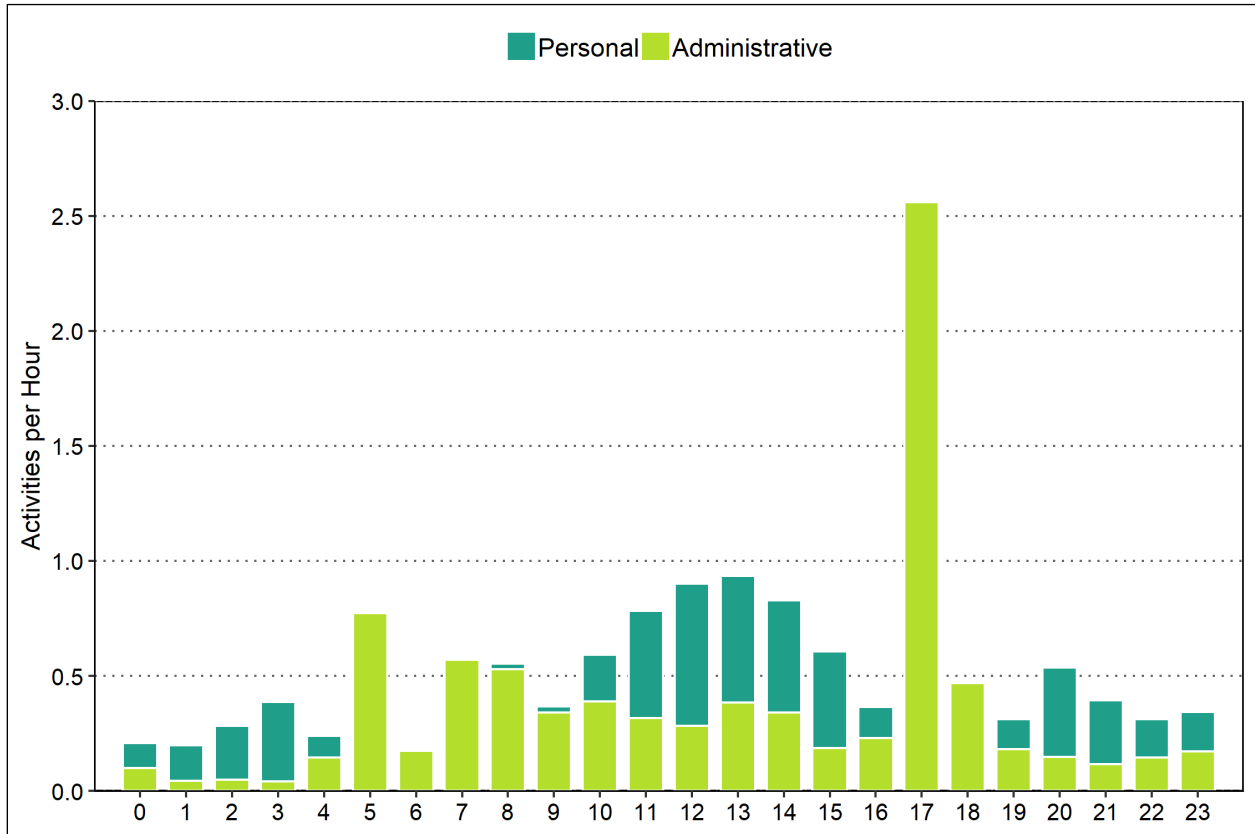
Day of Week	Personal	Administrative	Activities per Day
Sunday	6.9	5.2	12.1
Monday	7.8	8.6	16.4
Tuesday	7.4	8.8	16.2
Wednesday	5.6	10.2	15.8
Thursday	2.4	10.5	12.9
Friday	2.6	10.9	13.5
Saturday	2.3	6.6	8.9
<b>Weekly Average</b>	<b>5.0</b>	<b>8.7</b>	<b>13.7</b>

**Observations:**

- The number of noncall activities per day was lowest on Saturdays.
- The number of noncall activities per day was highest on Mondays.



FIGURE 3-14: Activities per Day, by Hour of Day



**TABLE 3-15: Activities per Day, by Hour of Day**

Hour	Personal	Administrative	Total
0	0.1	0.1	0.2
1	0.2	0.0	0.2
2	0.2	0.0	0.3
3	0.3	0.0	0.4
4	0.1	0.1	0.2
5	0.0	0.8	0.8
6	0.0	0.2	0.2
7	0.0	0.6	0.6
8	0.0	0.5	0.6
9	0.0	0.3	0.4
10	0.2	0.4	0.6
11	0.5	0.3	0.8
12	0.6	0.3	0.9
13	0.6	0.4	0.9
14	0.5	0.3	0.8
15	0.4	0.2	0.6
16	0.1	0.2	0.4
17	0.0	2.6	2.6
18	0.0	0.5	0.5
19	0.1	0.2	0.3
20	0.4	0.1	0.5
21	0.3	0.1	0.4
22	0.2	0.1	0.3
23	0.2	0.2	0.3
<b>Hourly Average</b>	<b>0.2</b>	<b>0.4</b>	<b>0.6</b>

**Observations:**

- The number of activities per hour was highest between 5:00 p.m. and 6:00 p.m. and was associated with roll call.
- The number of activities per hour was lowest between 6:00 a.m. and 7:00 a.m.

## Deployment

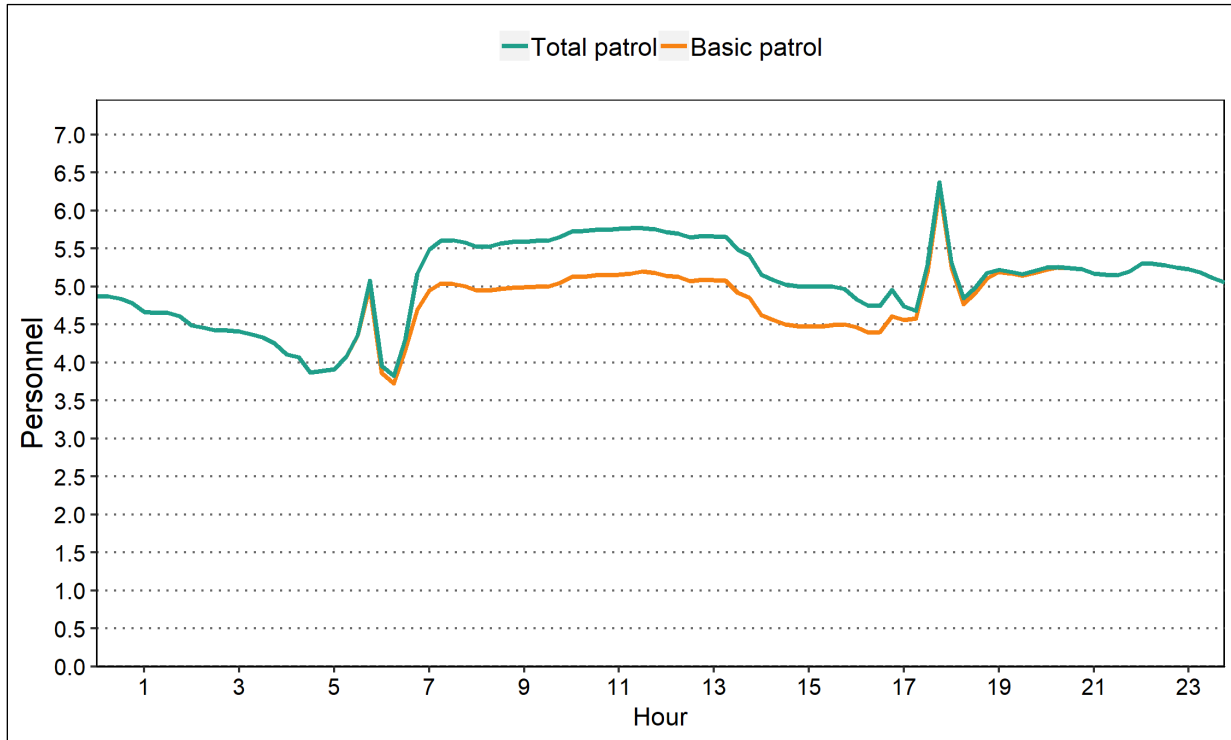
For this study, we examined deployment information for eight weeks in summer (July 7 through August 31, 2017) and eight weeks in spring (March 6 through April 30, 2018). The department's main patrol force consists of road patrol deputies and supervisors operating on 12-hour shifts starting at 6:00 a.m. and 6:00 p.m. The department's main patrol force deployed an average of 4.8 deputies per hour during the 24-hour day in summer 2017 and 5.0 in spring 2018. When additional traffic units are included, the department averaged 5.0 deputies per hour during the 24-hour day in summer 2017 and 5.3 deputies per hour during the 24-hour day in spring 2018.

In this section, we describe the deployment and workload in distinct steps, distinguishing between spring and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

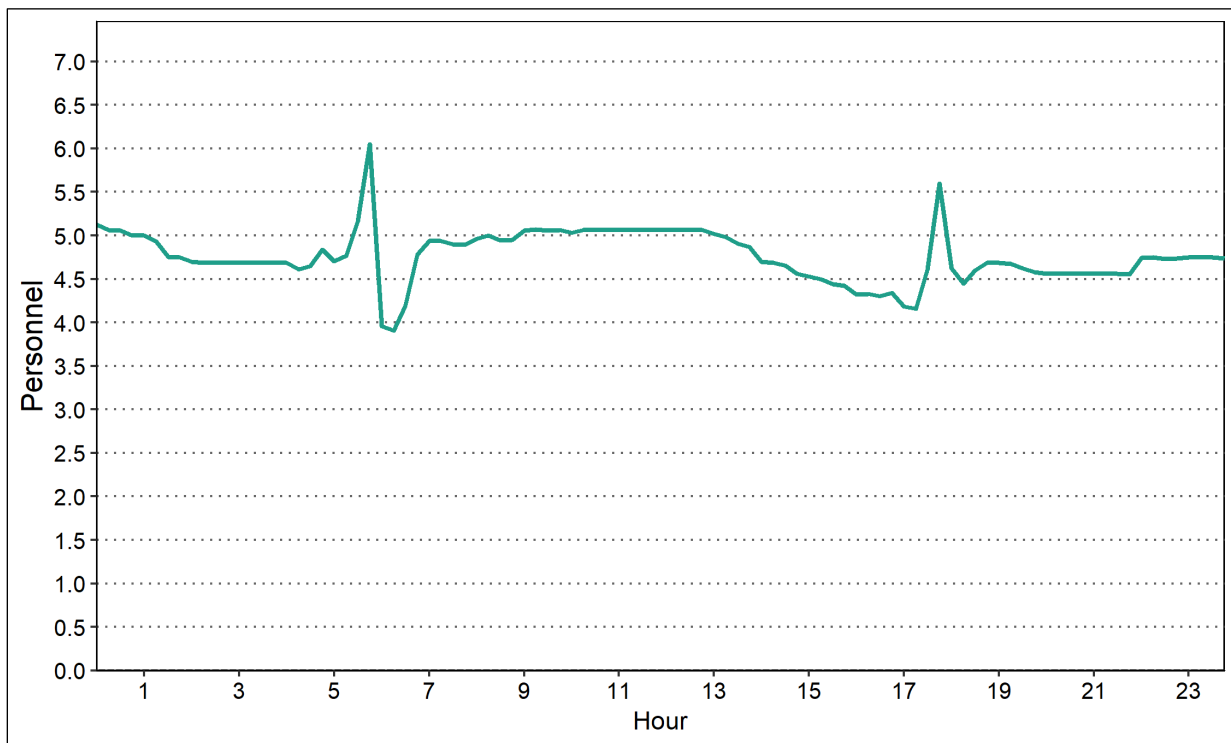
- First, we focus on patrol deployment alone.
- Next, we compare “all” workload, which includes community-initiated calls, deputy-initiated calls, and out-of-service (noncall) activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for summer and spring.

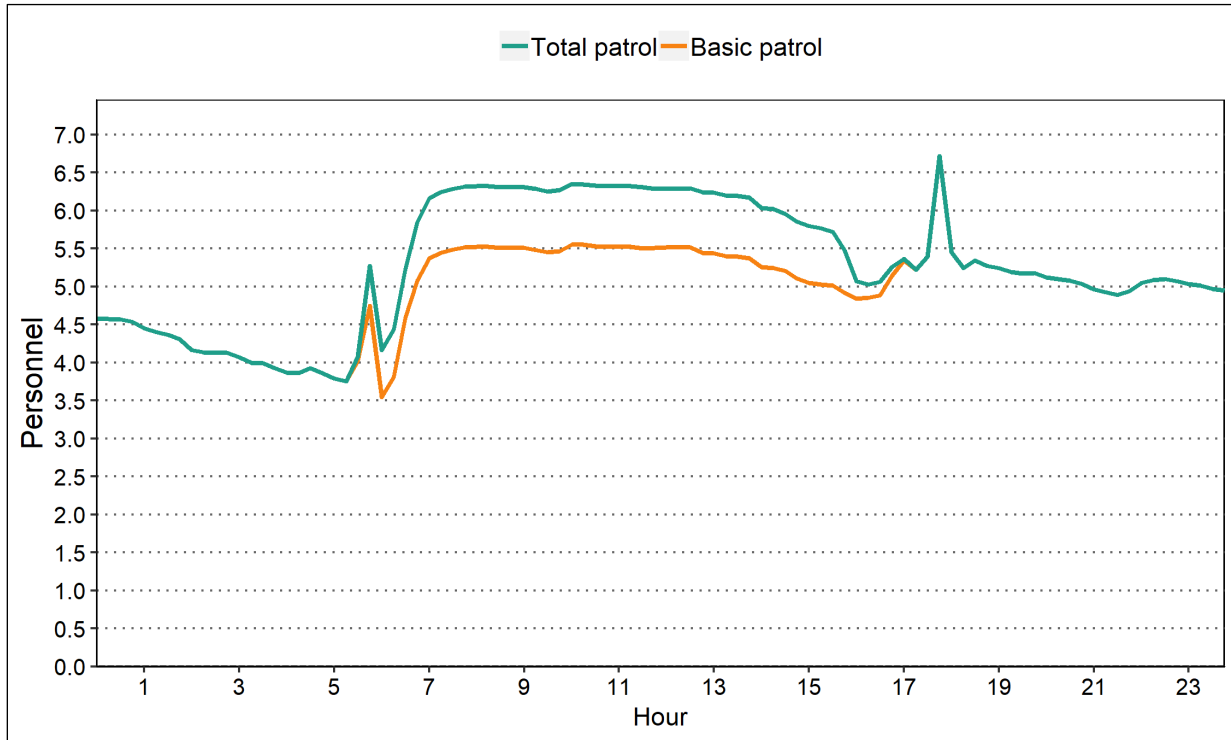
**FIGURE 3-15: Deployed Deputies, Weekdays, Summer 2017**



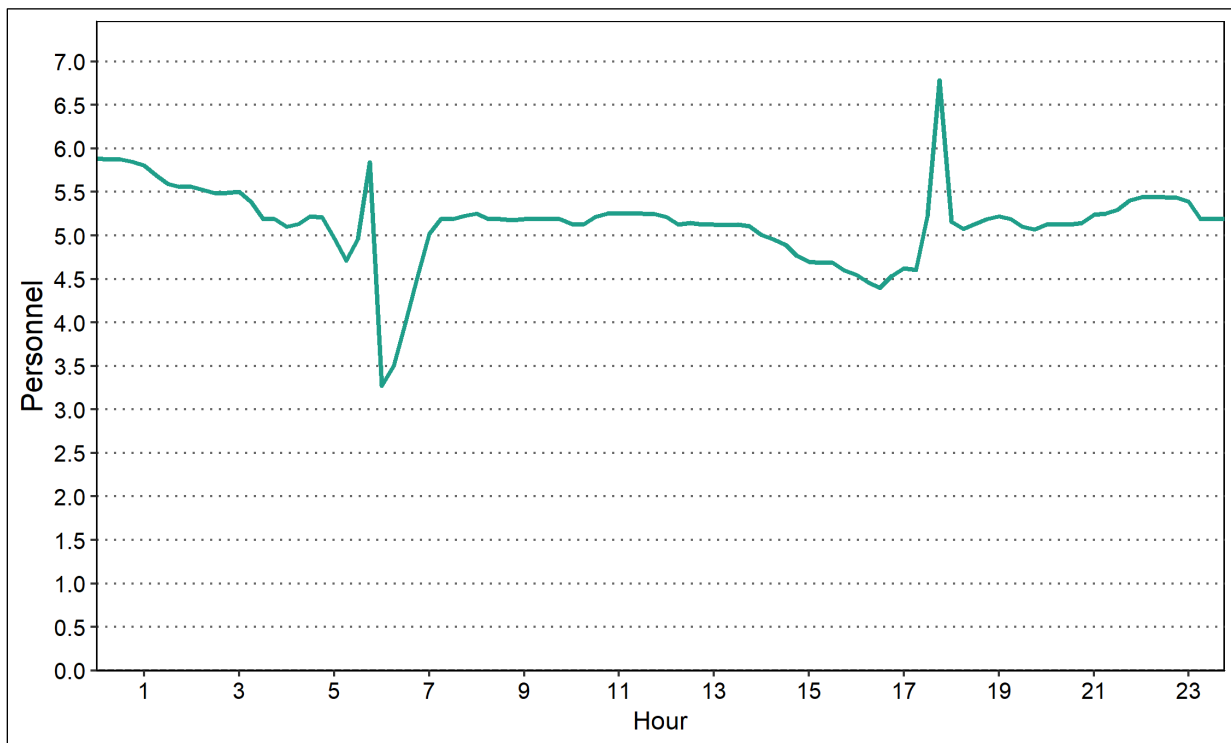
**FIGURE 3-16: Deployed Deputies, Weekends, Summer 2017**



**FIGURE 3-17: Deployed Deputies, Weekdays, Spring 2018**



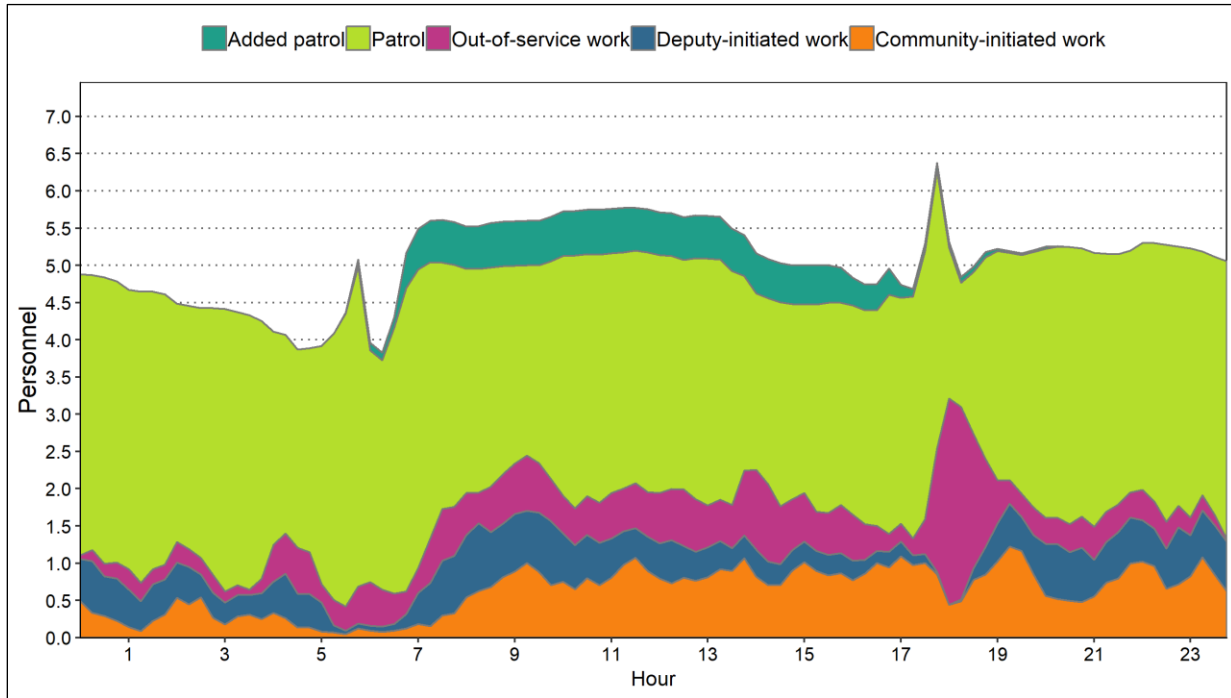
**FIGURE 3-18: Deployed Deputies, Weekends, Spring 2018**



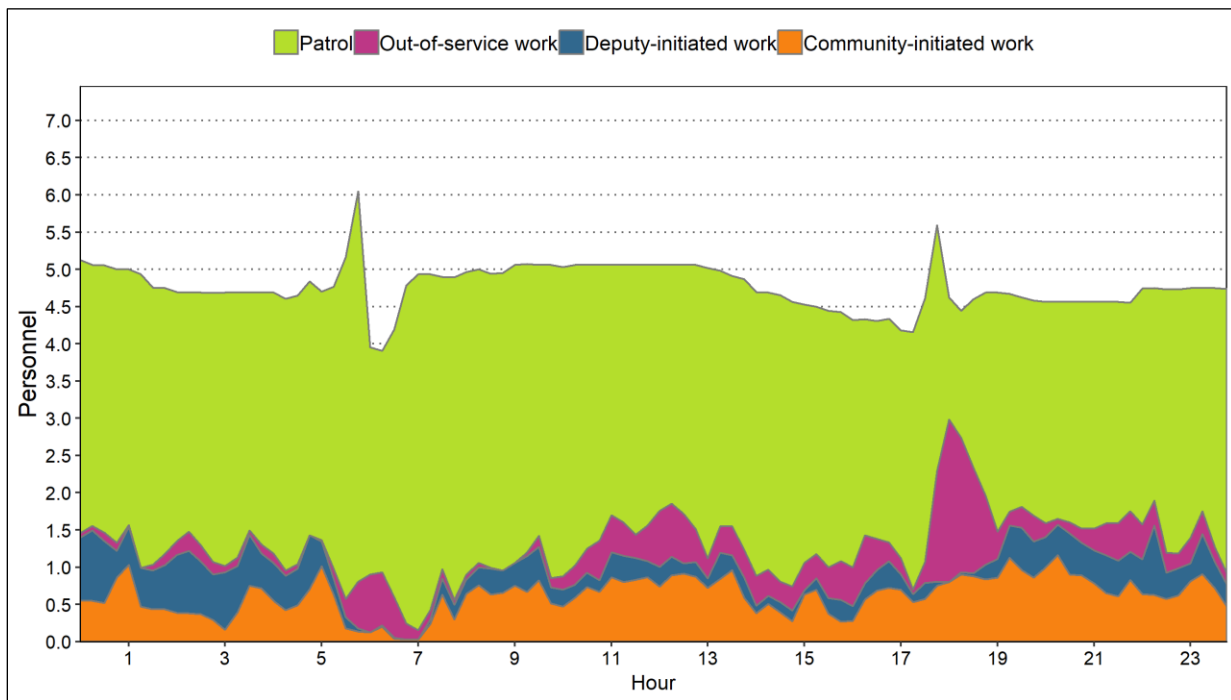
## Observations:

- For summer (July 7 through August 28, 2017):
  - The average deployment was 5.1 deputies per hour during the week and 4.8 deputies per hour on the weekend.
  - Average deployment varied from 3.8 to 6.4 deputies per hour on weekdays and 3.9 to 6.0 deputies per hour on weekends.
- For spring (March 6 through April 30, 2018):
  - The average deployment was 5.3 deputies per hour during the week and 5.1 deputies per hour on the weekend.
  - Average deployment varied from 3.8 to 6.7 deputies per hour on weekdays and 3.3 to 6.8 deputies per hour on weekends.

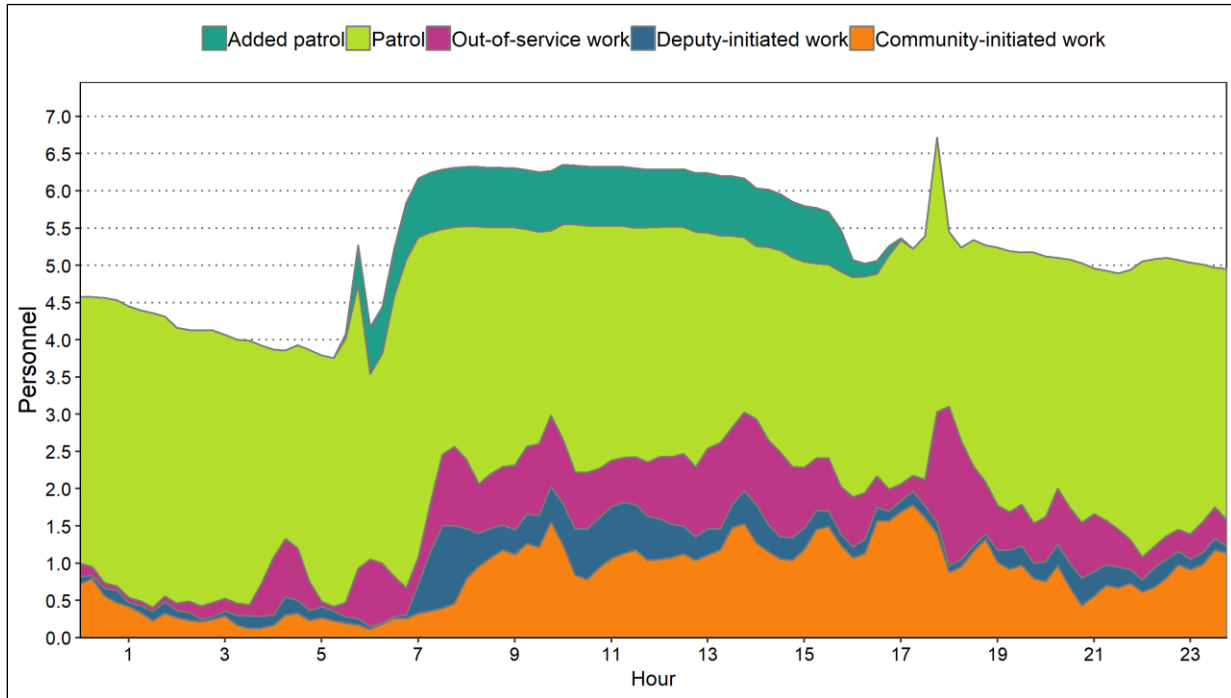
**FIGURE 3-19: Deployment and All Workload, Weekdays, Summer 2017**



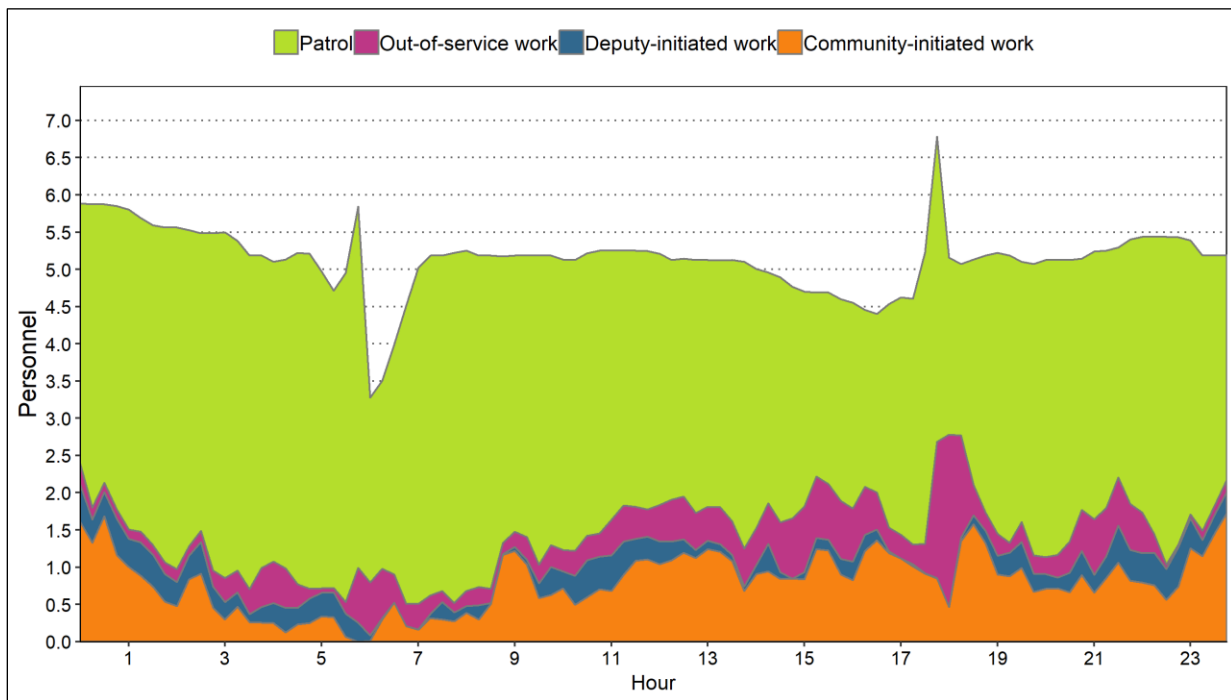
**FIGURE 3-20: Deployment and All Workload, Weekends, Summer 2017**



**FIGURE 3-21: Deployment and All Workload, Weekdays, Spring 2018**



**FIGURE 3-22: Deployment and All Workload, Weekends, Spring 2018**



**Note:** Figures 3-19 to 3-22 show deployment along with all workload from community-initiated calls and deputy-initiated calls, and out-of-service work.



## Observations:

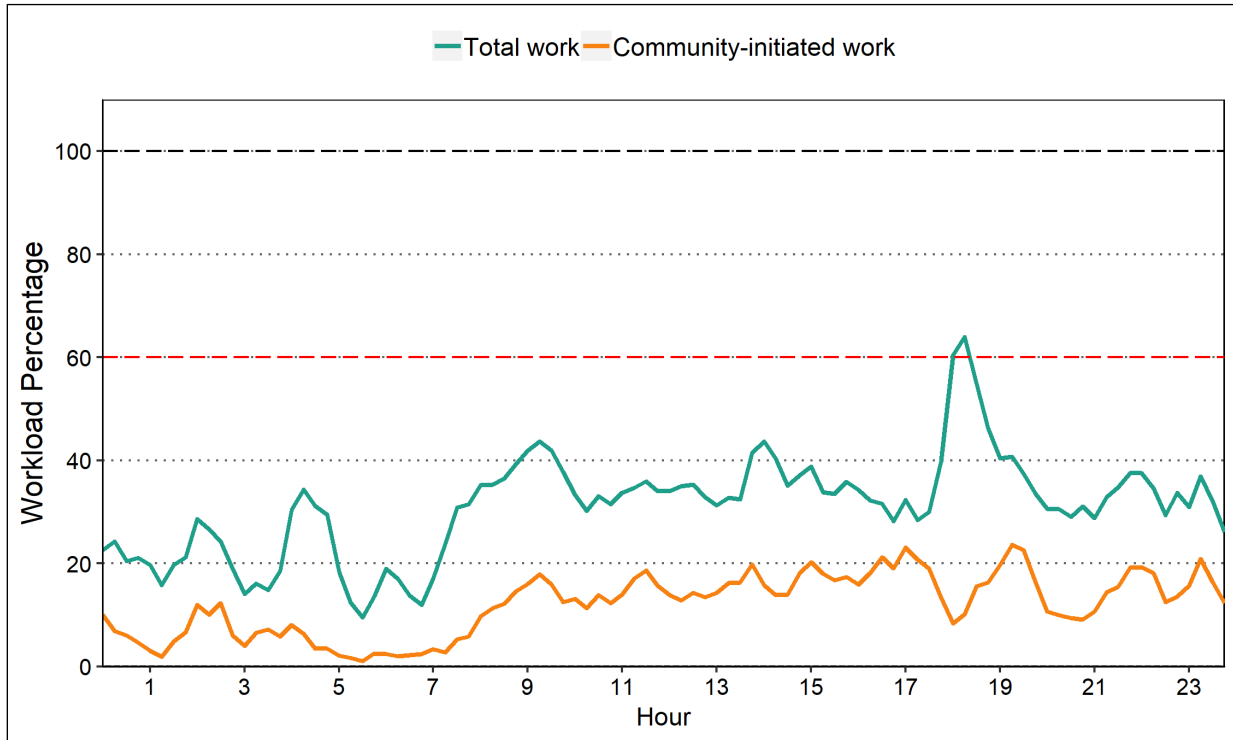
### Summer:

- Community-initiated work:
  - Average community-initiated workload was 0.6 deputies per hour during the week and weekends.
  - This was approximately 12 percent of hourly deployment during the week and 16 percent of hourly deployment on weekends.
- All work:
  - Average workload was 1.6 deputies per hour during the week and 1.3 deputies per hour on weekends.
  - This was approximately 31 percent of hourly deployment during the week and 27 percent of hourly deployment on weekends.

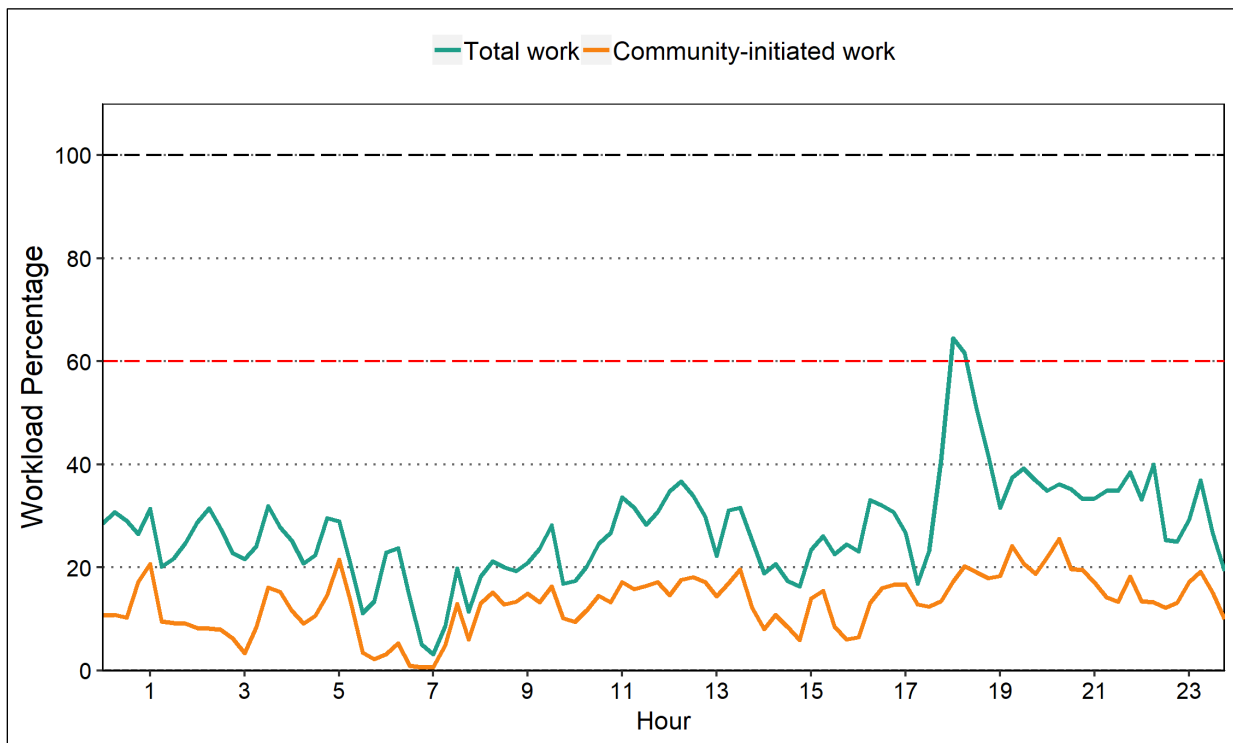
### Spring:

- Community-initiated work:
  - Average community-initiated workload was 0.8 deputies per hour during the week and weekends.
  - This was approximately 16 percent of hourly deployment during the week and the weekends.
- All work:
  - Average workload was 1.7 deputies per hour during the week and 1.4 deputies per hour on weekends.
  - This was approximately 32 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.

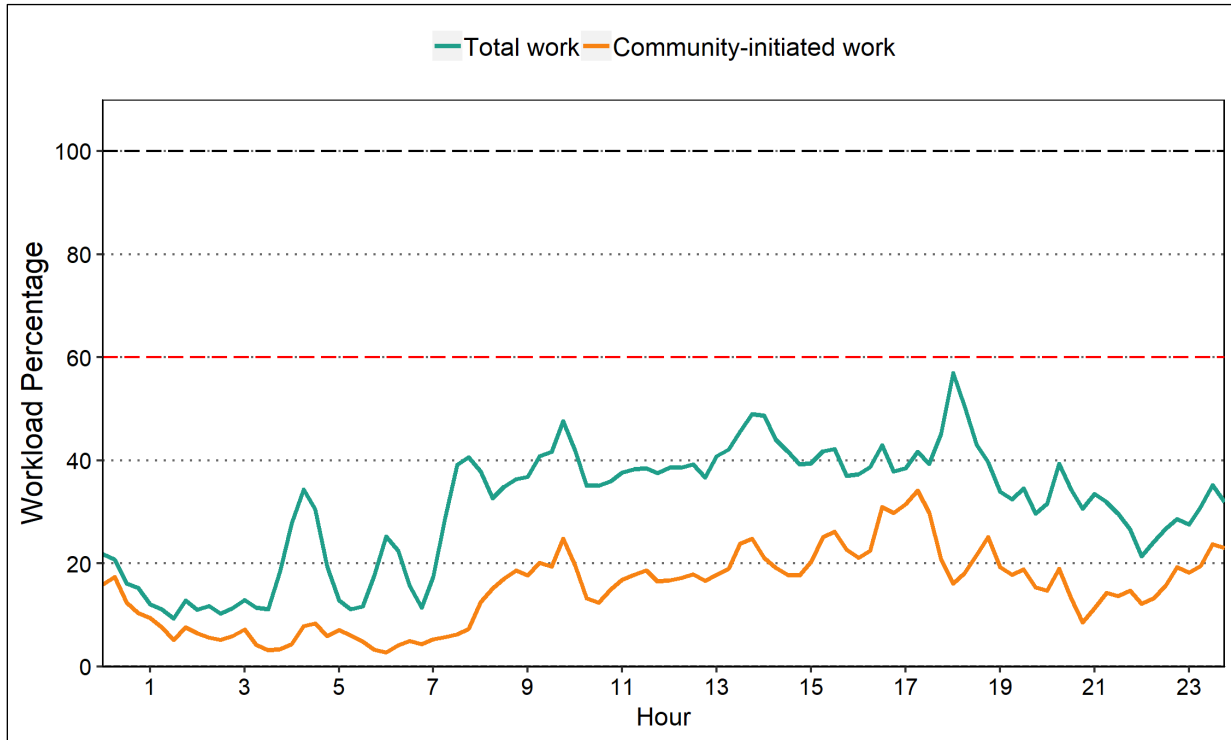
**FIGURE 3-23: Percentage of Workload, Weekdays, Summer 2017**



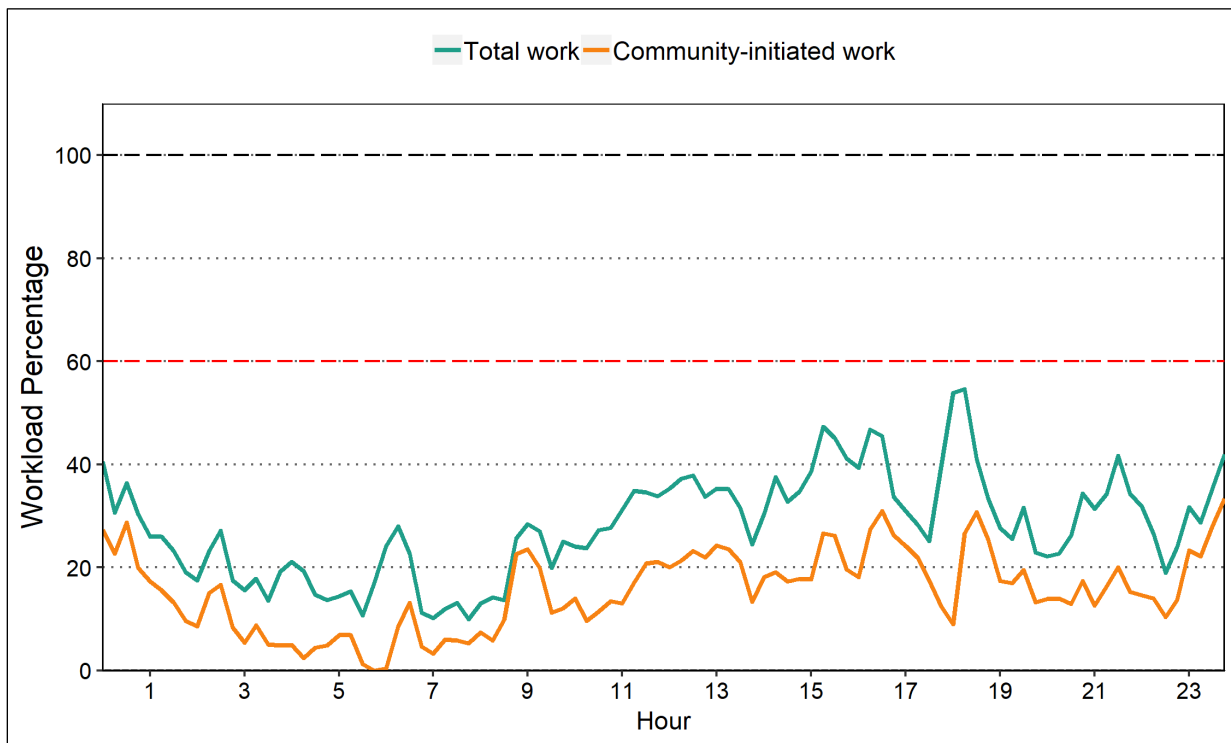
**FIGURE 3-24: Percentage of Workload, Weekends, Summer 2017**



**FIGURE 3-25: Percentage of Workload, Weekdays, Spring 2018**



**FIGURE 3-26: Percentage of Workload, Weekends, Spring 2018**



## Observations:

### Summer:

- Community-initiated work:
  - During the week, workload reached a maximum of 24 percent of deployment between 7:15 p.m. and 7:30 p.m.
  - On weekends, workload reached a maximum of 26 percent of deployment between 8:15 p.m. and 8:30 p.m.
- All work:
  - During the week, workload reached a maximum of 64 percent of deployment between 6:15 p.m. and 6:30 p.m.
  - On weekends, workload reached a maximum of 65 percent of deployment between 6:00 p.m. and 6:15 p.m.

### Spring:

- Community-initiated work:
  - During the week, workload reached a maximum of 34 percent of deployment between 5:15 p.m. and 5:30 p.m.
  - On weekends, workload reached a maximum of 33 percent of deployment between 11:45 p.m. and 12:00 a.m.
- All work:
  - During the week, workload reached a maximum of 57 percent of deployment between 6:00 p.m. and 6:15 p.m.
  - On weekends, workload reached a maximum of 55 percent of deployment between 6:15 p.m. and 6:30 p.m.

## Response Times

We analyzed the response times to various types of calls, separating the duration into dispatch delay and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

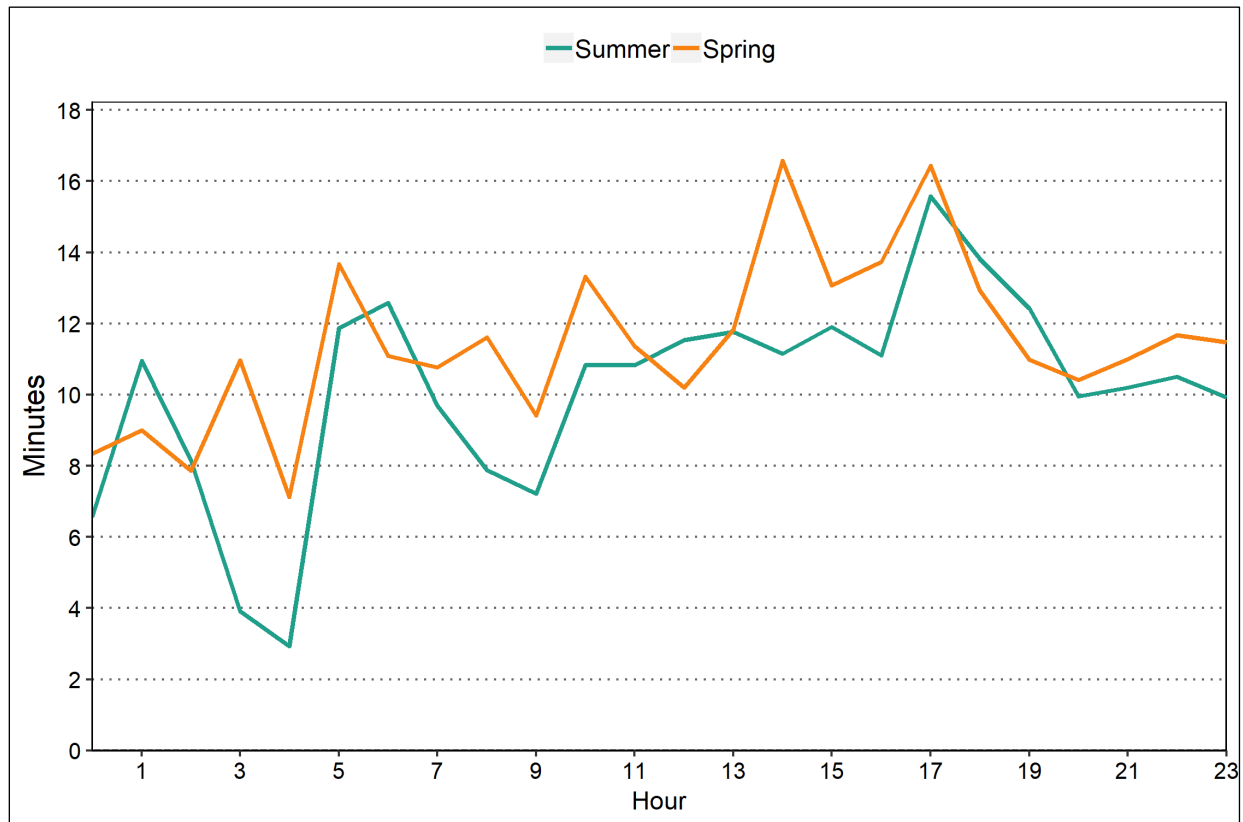
We begin the discussion with statistics that include all calls combined. We started with 3,300 calls for summer and 1,775 calls for spring. We limited our analysis to community-initiated calls, which amounted to 1,178 calls for summer and 1,177 calls for spring. After excluding calls without valid arrival times and excluding calls located at the Parkland Public Safety building, we were left with 932 calls in summer and 971 calls in spring for our analysis. For the entire year, we began with 16,935 calls, limited our analysis to 7,712 community-initiated calls, and further focused our analysis on 6,254 calls after excluding those lacking valid received time and/or arrival times or those located at the public safety building.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares summer and spring periods. We then present a brief analysis of response time for high-priority calls alone.

## All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (summer vs. spring), we show differences in response times by category.

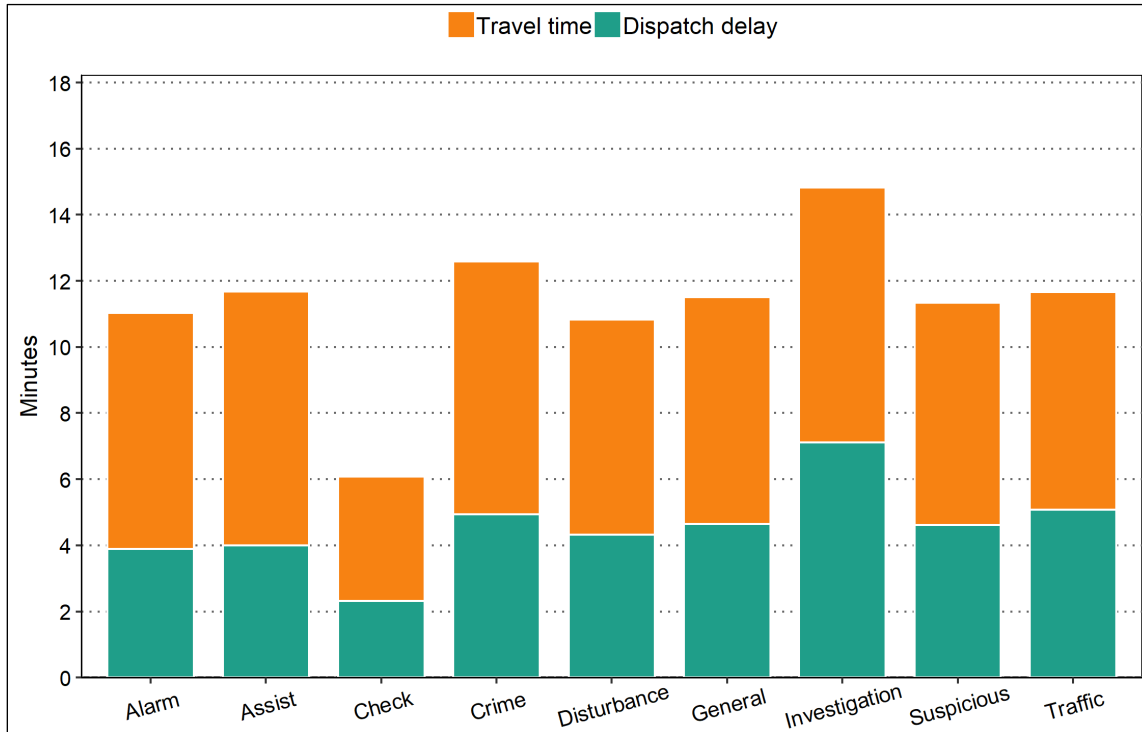
**FIGURE 3-27: Average Response Time and Dispatch Delays, by Hour of Day, Summer 2017 and Spring 2018**



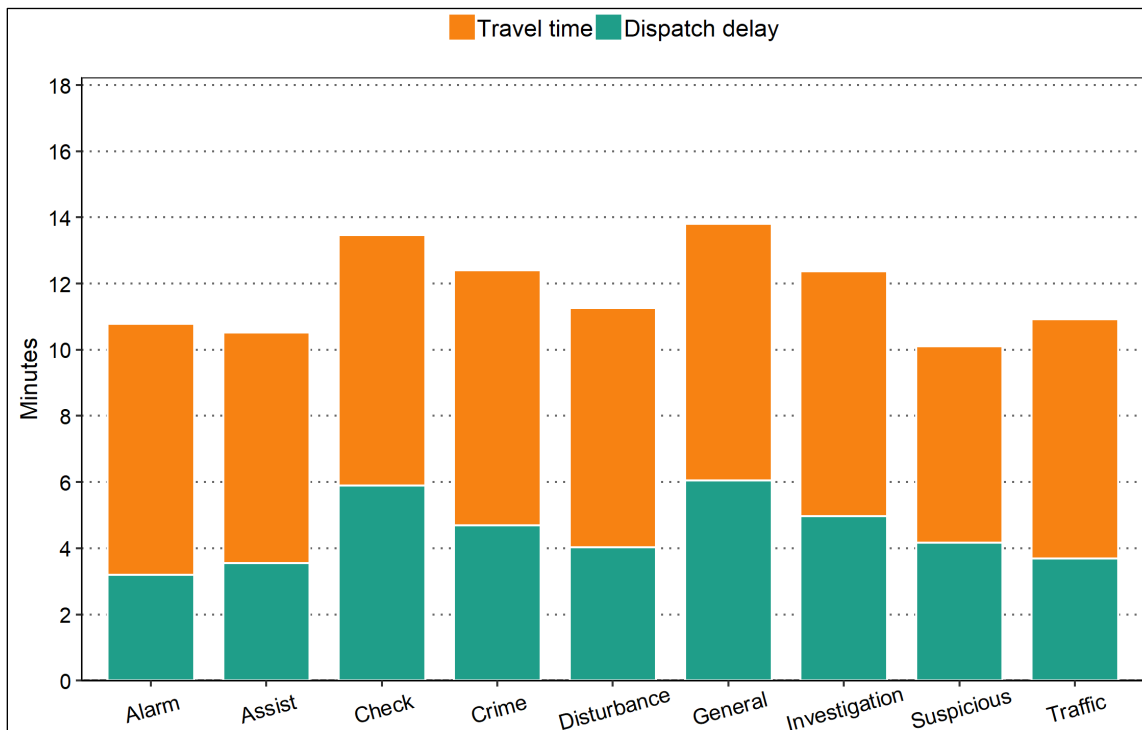
### Observations:

- Average response times varied significantly by the hour of the day.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 15.6 minutes.
- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 2.9 minutes.
- In spring, the longest response times were between 2:00 p.m. and 3:00 p.m., with an average of 16.6 minutes.
- In spring, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 7.1 minutes.

**FIGURE 3-28: Average Response Time by Category, Summer 2017**



**FIGURE 3-29: Average Response Time by Category, Spring 2018**



**TABLE 3-16: Average Response Time Components in Minutes, by Category**

Category	Summer			Spring		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	6.0	6.8	12.9	4.0	7.5	11.5
Alarm	3.9	7.1	11.0	3.2	7.6	10.8
Animal	4.1	8.0	12.1	8.8	10.6	19.4
Assist other agency	4.0	7.7	11.7	3.5	7.0	10.5
Check	2.3	3.8	6.1	5.9	7.6	13.5
Civil matter	4.7	8.9	13.5	4.9	10.6	15.5
Crime-person	3.5	10.5	14.0	4.1	9.3	13.4
Crime-property	5.2	7.2	12.4	4.9	7.2	12.1
Disturbance	4.3	6.5	10.8	4.0	7.2	11.3
Information	4.7	6.6	11.3	6.0	7.6	13.6
Investigation	7.1	7.7	14.8	5.0	7.4	12.4
Suspicious incident	4.6	6.7	11.3	4.2	6.0	10.1
Traffic enforcement	4.3	6.3	10.6	3.2	6.8	10.0
<b>Total Average</b>	<b>4.1</b>	<b>6.4</b>	<b>10.6</b>	<b>4.7</b>	<b>7.4</b>	<b>12.0</b>

**Note:** The total average is weighted according to the number of calls per category.

### Observations:

- In summer, the average response time for most categories was between 6 minutes and 13 minutes.
- In summer, the average response time was as short as 6 minutes (for checks) and as long as 15 minutes (for investigations).
- In spring, the average response time for most categories was between 10 minutes and 14 minutes.
- In spring, the average response time was as short as 10 minutes (for suspicious incidents) and as long as 14 minutes (for general noncriminal calls).
- The average response time for crimes was 13 minutes in summer and 12 minutes in spring.



**TABLE 3-17: 90th Percentiles for Response Time Components in Minutes, by Category**

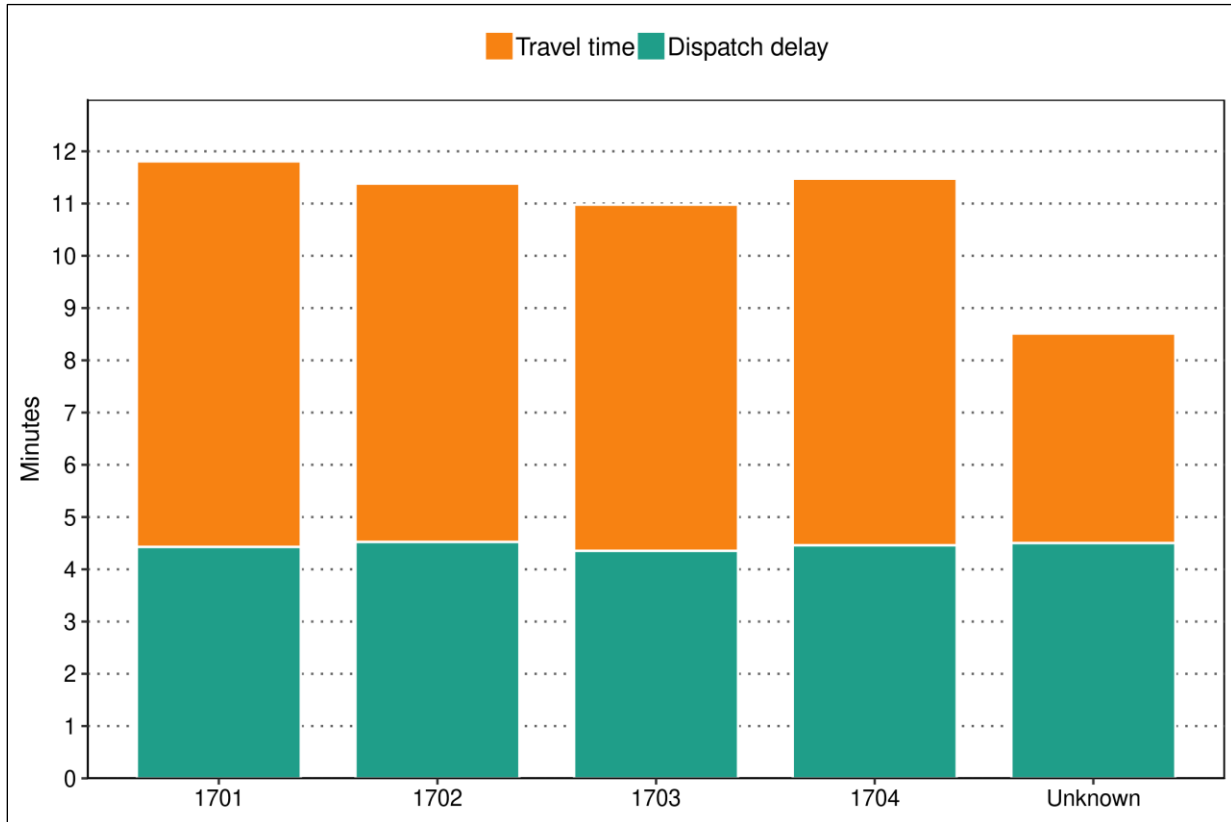
Category	Summer			Spring		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	13.7	11.9	27.6	6.2	12.1	17.4
Alarm	7.7	11.0	16.7	5.1	11.5	15.3
Animal	6.6	12.8	20.0	38.1	17.9	45.6
Assist other agency	6.2	13.0	17.3	7.2	12.9	17.9
Check	5.4	11.8	16.1	12.7	16.1	25.9
Civil matter	9.3	17.5	20.2	8.0	32.0	39.9
Crime-person	6.0	17.0	20.1	6.0	16.6	20.7
Crime-property	10.2	14.6	24.2	5.9	15.5	20.4
Disturbance	7.2	10.5	16.2	6.6	11.7	17.9
Information	8.8	13.5	19.8	13.0	15.6	29.7
Investigation	27.5	17.4	45.2	7.0	11.5	27.1
Suspicious incident	8.8	10.7	20.1	6.6	11.2	16.9
Traffic enforcement	7.5	10.5	15.6	6.3	13.2	18.3
<b>Total Average</b>	<b>8.2</b>	<b>12.4</b>	<b>19.3</b>	<b>8.2</b>	<b>14.2</b>	<b>21.2</b>

**Note:** A 90th percentile value of 19.3 minutes means that 90 percent of all calls are responded to in fewer than 19.3 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

### Observations:

- In summer, the 90th percentile value for response time was as short as 16 minutes (for checks) and as long as 45 minutes (for investigations).
- In spring, the 90th percentile value for response time was as short as 15 minutes (for alarms) and as long as 30 minutes (for general noncriminal calls).

**FIGURE 3-30: Average Response Time Components, by Location**



**Note:** The “Unknown” category includes 21 calls missing a beat record. All calls in this graph have incident numbers starting with “L17.”

**TABLE 3-18: Average Response Time Components in Minutes, by Location**

Beat	Dispatch	Travel	Response	Calls
1701	4.4	7.4	11.8	1,913
1702	4.5	6.9	11.4	1,408
1703	4.4	6.6	11.0	985
1704	4.5	7.0	11.5	1,927
Unknown	4.5	4.0	8.5	21
<b>Weighted Average/ Total</b>	<b>4.4</b>	<b>7.0</b>	<b>11.5</b>	<b>6,254</b>

**Observations:**

- Calls within beats 1701 to 1704 had similar average response times and dispatch delays.
- Average dispatch delay was between 4.4 and 4.5 minutes depending upon location.
- Within Parkland, average response times varied from 11.0 minutes in beat 1703 to 11.8 minutes in beat 1701.

### High-priority Calls

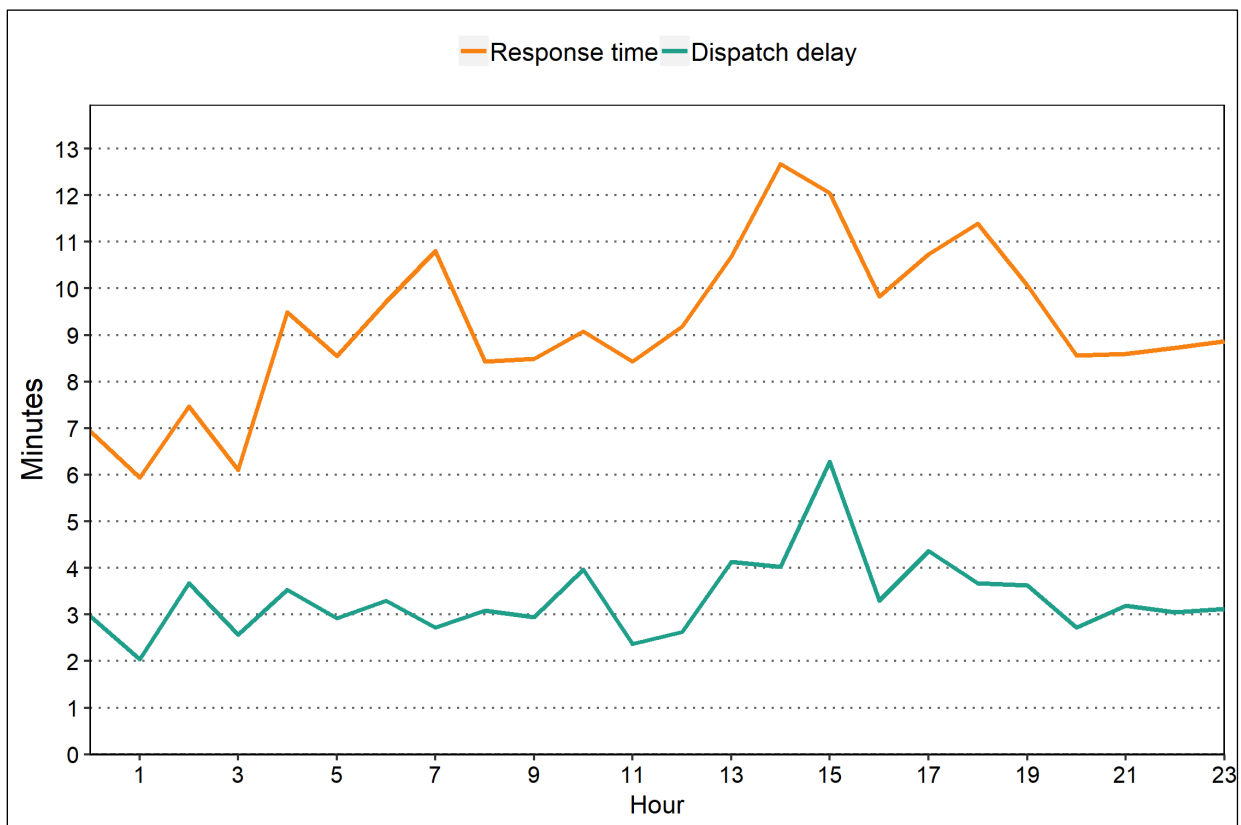
The department assigned priorities to calls with priority 1 and 2 as the highest priority. Table 3-19 shows average response times by priority. Figure 3-31 focuses on priority 1 and 2 calls only. In addition, we identified injury accidents based upon their call descriptions. In particular, we identified calls labeled "Accident w/injuries" and "Hit & Run w/injuries" as injury accidents, to see if these provided an alternate measure for emergency calls.

**TABLE 3-19: Average Dispatch, Travel, and Response Times in Minutes, by Priority**

Priority	Dispatch Delay	Travel Time	Response Time	Calls
1	3.1	7.2	10.3	53
2	3.5	5.8	9.3	325
3	3.9	7.0	10.9	2,115
4	4.9	7.1	12.0	3,761
<b>Weighted Average/Total</b>	<b>4.4</b>	<b>7.0</b>	<b>11.5</b>	<b>6,254</b>
Injury accidents	2.9	6.2	9.1	54

**Note:** The total average is weighted according to the number of calls within each priority level.

**FIGURE 3-31: Average Response Times and Dispatch Delays for High-priority Calls, by Hour**



## Observations:

- High-priority calls (priority 1 and 2) had an average response time of 9.5 minutes, lower than the overall average of 11.5 minutes for all calls.
- Average dispatch delay was 3.4 minutes for high-priority calls, compared to 4.4 minutes overall.
- For high-priority calls, the longest response times were between 2:00 p.m. and 3:00 p.m., with an average of 12.7 minutes.
- For high-priority calls, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 5.9 minutes.
- Average dispatch delay for high-priority calls was consistently 4.4 minutes or less, except between 3:00 p.m. and 4:00 p.m.
- Average response time for injury accidents was 9.1 minutes, with a dispatch delay of 2.9 minutes.

## CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from June 1, 2017, to May 31, 2018, were classified into the following categories.

**TABLE 3-20: Call Type, by Category**

Call Code	Call Type	Table Category	Figure Category
49A	Audible Alarm	Alarm	Alarm
49F	Fire Alarm		
49H	Hold-Up Alarm		
49M	Medical Alarm		
49P	PACE Alarm (Varda)		
49S	Silent Alarm		
49SH	Silent Hold-Up Alarm		
49SI	Silent Intrusion Alarm		
67CR	67CR	Assist other agency	Assist
25OT	Any fire not otherwise categorized		
76	AOA (Assist Other Agency)		
25CF	Commercial Structure Fire		
26	Drowning		
25EH	Electrical/Utility Fire		
25HM	Haz-Mat Incident		
67AP	Medical - Abdominal Pain		
67AR	Medical - Allergic Reaction		
67BP	Medical - Back Pain		
67CP	Medical - Chest Pains Non-traumatic		
67CK	Medical - Choking		
67DB	Medical - Diabetic		
67EL	Medical - Electrocution		
67FI	Medical - Fall Injury		
67F	Medical - Fall No Injury		
67HE	Medical - Headache		
67HA	Medical - Heart Attack/Cardiac Respiratory Arrest/Death		
67HP	Medical - Heart Problems		
67EX	Medical - Heat/Cold Exposure		
67HM	Medical - Hemorrhage/Laceration		
67IJ	Medical - Injury		
67OD	Medical - Overdose/Poisoning		
67SZ	Medical - Seizure		
67SP	Medical - Sick Person		
67ST	Medical - Stroke		
67TB	Medical - Trouble Breathing		
67PO	Medical - Unconscious/Fainting		

Call Code	Call Type	Table Category	Figure Category
67UM	Medical - Unknown Medical		
20	Mentally Ill Person		
25RS	Residential Fire		
25VF	Vehicle Fire		
77	Code Enforcement		
48	Open Door	Check	Check
68	Police Service Call		
31	Assault		
42	Child Molestation		
16	Child/Elderly Abuse		
16C	Child/Elderly Abuse CPIS/DCF		
18	Felony WARRANT		
36	Fight		
24	Kidnapping/False Imprisonment		
19	Misdemeanor WARRANT	Crime-person	
41AR	Robbery - Armed		
41A	Robbery - Attempt		
41SA	Robbery - Strong Arm		
33	Shooting		
79	Stalker		
32	Suicide - Suicide Attempt		
32T	Suicide Threats Only		
21C	Breaking & Entering (Burglary) Commercial		Crime
21R	Breaking & Entering (Burglary) Residential		
21V	Breaking & Entering (Burglary) Vehicle		
21A	Breaking & Entering (Burglary) Attempt		
53	Embezzlement-Fraud		
52	Forgery-Counterfeit		
30	Larceny		
64	Larceny - Auto Parts	Crime-property	
30A	Larceny Attempt		
65	Shoplifter		
9	Stolen Tag		
10	Stolen Vehicle		
10R	Stolen Vehicle Recovered		
51	Trespassing		
40	Vandalism/Malicious Mischief		
40A	Vandalism/Malicious Mischief - Attempt		
57	Narcotics		
22	Disturbance		
22N	Disturbance - Noise Complaint	Disturbance	Disturbance
37	Disturbance Juvenile		

Call Code	Call Type	Table Category	Figure Category	
39	Disturbance Neighbor			
38	Domestic Disturbance			
38V	Domestic Disturbance Verbal			
2	Drunk Pedestrian			
70AB	Animal Bite	Animal	General noncriminal	
70AA	Animal Call/Abuse			
69	Loose Farm Animal on Hwy			
71	Snake Bite			
66	Civil Matter	Civil matter		
17	Contact	Information		
14	Information			
PI	PI			
911	911 Hang Up/Drop Off	Investigation		Investigation
7	Dead Person			
72	Lost/Found Property			
8	Missing Person			
8E	Missing Person (Endangered)			
8R	Missing Person (Recovered)			
74	Re-call			
25SI	Smoke Investigation			
13I	Suspicious Incident	Suspicious incident	Suspicious incident	
13P	Suspicious Person			
13PS	Suspicious Person - School, Daycare, Child Facility			
13V	Suspicious Vehicle			
4	Accident-Minor	Accident	Traffic	
4E	Accident Rollover or Extrication			
4I	Accident w/injuries			
3	Hit & Run			
3I	Hit & Run w/Injuries			
11	Abandoned Vehicle	Traffic enforcement		
1	Drunk Driver			
12	Reckless Driver			
73	Traffic			
Oct-50	Traffic Stop	Traffic stop		

## UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2007 through 2016, along with clearance rates for 2016. Crime rates are expressed as incidents per 100,000 population.

**TABLE 3-21: Reported Crime Rates in 2016, by City**

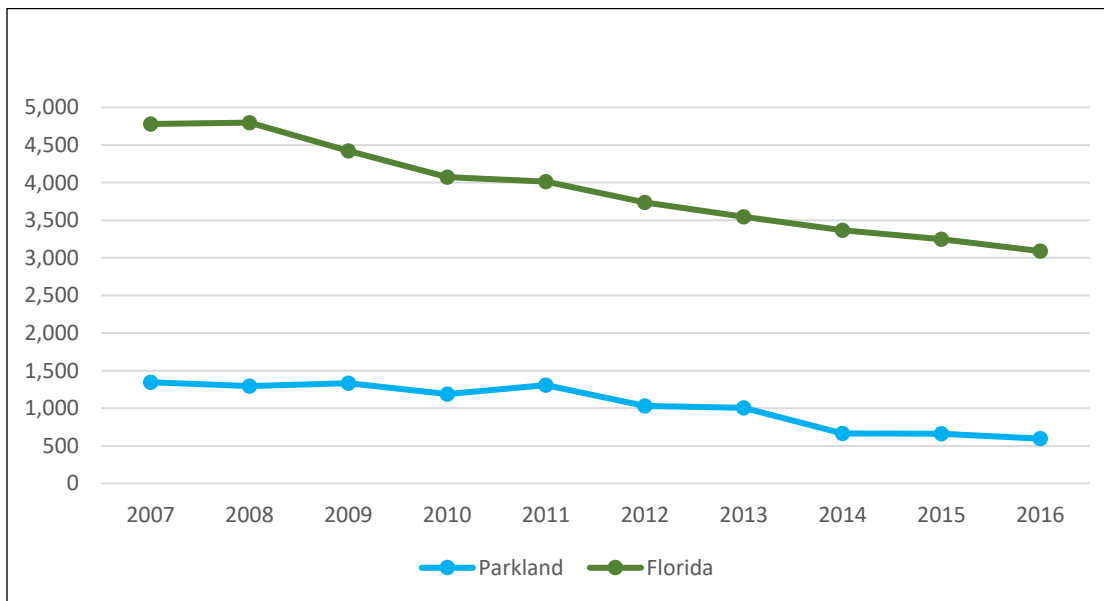
City	State	Population	Crime Rates		
			Violent	Property	Total
Cooper City	FL	36,900	95	1,187	1,282
Coral Gables	FL	51,980	148	2,982	3,130
Doral	FL	58,309	137	2,940	3,077
Jupiter	FL	64,273	229	1,962	2,191
Lake Mary	FL	16,506	182	1,884	2,066
Naples	FL	21,917	87	1,862	1,948
Oviedo	FL	39,636	197	911	1,108
Palm Beach Gardens	FL	53,811	139	2,641	2,780
Palmetto Bay	FL	24,878	197	3,007	3,204
<b>Parkland</b>	<b>FL</b>	31,571	57	538	595
<b>Florida</b>		<b>20,750,677</b>	<b>427</b>	<b>2,663</b>	<b>3,089</b>
<b>Nation</b>		<b>329,308,297</b>	<b>383</b>	<b>2,353</b>	<b>2,736</b>



**FIGURE 3-32: Reported Parkland Violent and Property Crime Rates, by Year**



**FIGURE 3-33: Reported City and State Crime Rates, by Year**



**TABLE 3-22: Reported Parkland, Florida, and National Crime Rates, by Year**

Year	Parkland				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2007	25,062	120	1,225	1,345	18,341,214	719	4,059	4,778	306,799,884	442	3,045	3,487
2008	25,375	75	1,218	1,293	18,427,925	685	4,113	4,798	309,327,055	438	3,055	3,493
2009	23,993	104	1,230	1,334	18,646,709	609	3,814	4,423	312,367,926	416	2,906	3,322
2010	23,962	71	1,118	1,189	18,910,325	540	3,536	4,075	314,170,775	393	2,833	3,225
2011	24,289	70	1,239	1,309	19,173,658	513	3,500	4,012	317,186,963	376	2,800	3,176
2012	24,737	81	950	1,031	19,434,305	484	3,252	3,736	319,697,368	377	2,758	3,135
2013	26,264	84	921	1,005	19,672,665	467	3,077	3,544	321,947,240	362	2,627	2,989
2014	27,164	26	637	663	20,007,473	456	2,909	3,365	324,699,246	357	2,464	2,821
2015	29,242	24	636	660	20,388,277	459	2,791	3,249	327,455,769	368	2,376	2,744
2016	31,571	57	538	595	20,750,677	427	2,663	3,089	329,308,297	383	2,353	2,736

**TABLE 3-23: Reported Parkland, Florida, and National Crime Clearance Rates, 2016**

Crime	Parkland			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	1,184	723	61%	17,819	10,021	56%
Rape	4	1	25%	7,583	3,445	45%	126,378	44,136	35%
Robbery	3	2	67%	20,132	6,764	34%	328,557	91,582	28%
Aggravated Assault	11	9	82%	59,678	32,971	55%	789,005	402,556	51%
Burglary	27	4	15%	100,090	16,784	17%	1,474,704	187,591	13%
Larceny	130	13	10%	409,379	84,596	21%	5,517,312	1,082,866	20%
Vehicle Theft	13	2	15%	43,044	8,770	20%	756,091	96,903	13%

## OPERATIONAL ANALYSIS FOR STAFFING LEVELS

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### Operations

The Broward Sheriff's Office provides the Parkland community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed activities, and solving problems. Essentially, every call for service from the public gets a police response and every criminal case gets investigated. The department embraces this approach and considers every request for service from the public deserving of a police response.

### Demand

It was reported to the CPSM team that no call is considered too minor to warrant a response and no case is too small to warrant an investigation. The City of Parkland expects the BSO to provide a very high level of service to the community and this translates into a posture that every call, no matter how minor, will receive a response from an officer. The result of this policing philosophy is the delivery of comprehensive policing services to the community.

This approach is not without costs, however. Considerable resources are needed to maintain the small-town approach. The patrol division must be staffed with enough officers to respond to these calls.

When examining options for the department's direction, the city and the BSO face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, but free up additional time for officers to engage in proactive patrol, or (c) Parkland contracts with another government entity, or (d) Parkland creates its own police department. Essentially, this is a political decision regarding the quantity, quality, and cost of police services offered to the Parkland community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the BSO to continue its full-service model of policing yet run Parkland-related operations more efficiently. This is largely a political decision that needs to be made in close collaboration with community stakeholders.

**TABLE 3-24: Calls for Service**

Category	Community-initiated			Deputy-Initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accidents	390	1.6	58.7	45	1.8	51.3
Alarm	920	2.3	19.0	19	2.2	13.9
Animal	98	1.5	38.0	12	1.4	35.1
Assist	636	1.7	29.3	60	1.5	32.5
Check	1,159	1.3	25.2	6,166	1.0	14.0
Civil matter	118	1.5	40.9	6	1.0	60.4
Crime–persons	145	2.1	87.1	33	2.2	101.4
Crime–property	648	1.6	58.7	46	1.9	78.3
Disturbance	601	2.2	35.2	28	1.8	25.0
Information	1,742	1.8	31.3	119	1.3	40.2
Investigation	208	1.6	47.5	25	1.4	33.9
Suspicious incident	679	2.3	28.6	237	2.1	22.9
Traffic enforcement	368	1.4	25.0	680	1.1	57.3
Traffic stop	0	NA	NA	1,747	1.6	9.7
<b>Weighted Average/Total Calls</b>	<b>7,712</b>	<b>1.8</b>	<b>33.9</b>	<b>9,223</b>	<b>1.2</b>	<b>18.0</b>

Table 3-24 presents information on the main categories of calls for service in Parkland received from the public that the department handled between the period, June 1, 2017 to May 31, 2018. In total, department officers were dispatched to approximately 17,000 calls during that twelve-month period, or approximately 46 calls per day.

In general, CFS volume is within acceptable bounds. To evaluate the workload demands placed on the department, it is useful to examine the number of CFS received from the public in relation to the population size. With a population estimated to be approximately 31,500, the total of 17,000 CFS translates to about 540 CFS per 1,000 residents. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per 1,000 persons per year. Lower ratios typically suggest a well-managed approach to CFS. The value of 540 CFS/per thousand/year would suggest an appropriate policy is in place for triaging nonemergency calls. However, more than 6,100 of these CFS are self-initiated “checks” by BSO Deputies, which translates into about 36 percent of all CFS. The addition of this category of CFS into the calculation skews the results. Even with these CFS included, the rate of demand as a function of population is low. Excluding these CFS would indicate a very low level of service demand from the Parkland residents on the BSO.

There are many categories of CFS that are non-emergency in nature and do not require an immediate response by the police. The bottom line here is that a substantial number of CFS dispatches to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential. Sparing these officers from responding to non-emergency CFS allows them to remain available and on patrol in the community.

CPSM recognizes that triaging CFS is a difficult undertaking. However, this is an extremely critical area for the stakeholders in Parkland to explore. This study presents the data, and an opportunity to evaluate this issue in a collaborative way to minimize the number of CFS handled by patrol officers in Parkland and preserve scarce emergency resources. The following categories of CFS could be examined in order to reduce the response.

### **Alarm Reduction Program**

False alarms are a source of inefficiency for police operations. The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, and this can be addressed by alarm management programs. During the study period the BSO responded to 920 alarms (about 12 percent of all community-initiated CFS). The response to the overwhelming majority of these calls is undoubtedly unnecessary, and an inefficient use of police resources.

The City of Parkland should consider reexamining its false alarm ordinance to reduce unnecessary responses. Similarly, the BSO should work with the city to analyze the data on false alarm activations. Undoubtedly, a greater level of analysis will allow patterns and trends to emerge. The BSO could identify problematic locations and/or alarm installation companies that are generating a large number of false alarms and work with them to reduce or eliminate future occurrences.

In addition, some communities are enacting a double-call verification protocol. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. Also, the city should consider making greater use of the data it collects on the false alarms already recorded. Analysis of the data could reveal certain companies that have a poor record of installation. High frequency alarm violators could be identified and visited by sworn personnel to identify reasons behind the false alarms.

In general, responding to false burglar alarms is an inefficient use of police emergency resources. The city does a good job managing this issue, but a more aggressive approach could be considered. The BSO and the city should explore avenues to minimize these responses to the greatest extent possible.

### **Information**

During the study period, BSO officers responded to 1,742 "information" CFS. An "information" CFS is undoubtedly one that cannot be described by any other emergency category. In other words, the 911 call taker could not identify any police-related category to describe the problem being reported by the caller, and had to rely on a broad and nondescript term to label the event. These events, almost 23 percent of all community-initiated CFS, were not police emergencies. The police would have had a limited role in dealing with the problems here. These types of CFS would likely be considered part of the "full-service" approach to delivering police services. Here again is an opportunity to limit police responses and preserve scarce resources.

### **Checks**

The BSO engages in an extraordinarily robust program of patrol "checks" to a wide assortment of locations in the community. Over the course of the period studied by CPSM, the BSO conducted 7,325 "check" patrols to businesses, residences, foot patrols, vacation checks, etc. This is more than 20 times each day over the course of the year. The BSO should be commended for implementing such a robust program, yet an opportunity exists to dramatically improve the delivery of these services on many different levels.

From a criminological standpoint, research shows that spending as little as 15 minutes in a crime “hot spot” has a deterrent effect on crime at that location. If the deputies are directed to these locations based upon crime factors, then they could be disrupting crime patterns. Along these lines, the BSO is providing a visible presence in the locations where crime is occurring. An opportunity exists here to enhance this approach.

There is also an opportunity to explore the tension between quality, as opposed to quantity, of these activities. The BSO conducts over 20 directed patrols each day, but is there an understanding of how well these patrols are being conducted? For example, is conducting a 12-minute “business check” adding value, either in terms of crime deterrent or community satisfaction, to the overall efforts of the department? What is being done during these patrols? Should they be longer? Is there any intelligence collected, and how should that be reported? In other words, the quality of these patrols should be the focus, and not just the quantity, or simply the fact that a patrol was conducted.

The BSO should also consider formalizing a feedback loop with respect to directed patrol. Presumably, on many of these activities a member of the community requested this service. The BSO should consider periodically contacting that community member, notifying them about the services that were provided and also inquiring if the initial problem was addressed. The feedback loop, therefore, provides a higher quality of service by letting the community know that their problem was addressed, and lets the department know if their efforts actually made any difference.

Combined, alarms, information, and check CFS account for about 60 percent of all CFS handled by the BSO in Parkland (939 alarms, 1,861 information, plus 7,325 checks equals 10,125 CFS or 59.8 percent of all CFS). The large majority of these CFS do not require an emergency response by the police. The department and community stakeholders should evaluate the response policy in this area and determine if the current practice is appropriate or if modifications can be made.

Essentially, the BSO has the foundation of an excellent approach to police service in Parkland. Leveraging the already robust patrol check program along the dimensions mentioned above will take this program to the next level and provide the high level of service that the community expects from the department.

### **Web-based or Deferred Response**

The BSO website does not offer an opportunity to report incidents online. Communities around the country have had success with this additional feature for residents and businesses to report minor offenses. Inspection of the website reveals a professional and well-designed portal for the community to use. The use of this reporting mechanism could be an excellent use of available technology. Web-based reporting is not a panacea for reducing non-emergency responses, but an excellent tool to consider nonetheless, and the Parkland-BSO should consider promoting the use of this system.

In addition to the web-based reporting, the BSO could consider staffing a telephone response program to various categories of CFS. The telephone response or differential response function could deal with past crimes and routine inquiries to the department, thus eliminating the response of a sworn officer. Non-emergency calls, such as past crimes, minor property damage, and harassment (all of the categories of web-based reporting options) can be handled by this program. Instead of dispatching an officer to these types of calls, or having an officer respond to headquarters off patrol, the information is deferred (delayed) until a staff member becomes available to respond to the call. Dispatchers or administrative personnel can record reports for certain categories of non-emergency incidents over the telephone (or from people that report

incidents in person). This process could divert non-emergency calls from the patrol units, and thus provide officers with more time to engage in proactive and directed patrols or traffic enforcement duties.

## CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Parkland. Several key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in the city. These statistics are found in the data analysis section under Figure 3-2, Percentage Events per Day, by Category; Table 3-6, Primary Unit's Average Occupied Time, by Category and Initiator; Table 3-7, Average Number of Responding Units, by Initiator and Category; and Table 3-16, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 3-6, Parkland patrol units on average take 33.9 minutes to handle a call for service generated from the community. This figure is slightly higher than the benchmark time of about 28.7 minutes for a CFS, based on our experience. Also, the department, according to Table 3-7, dispatches 1.8 deputies per CFS. The number of deputies dispatched (like occupied time) varies by category of call, but is on par in Parkland as compared to policing norms of about 1.6 officers per CFS.<sup>1</sup> The average police-initiated CFS lasts about 18.0 minutes and involves 1.2 deputies on average. The service time here is higher than the average benchmark of other departments studied by CPSM.

Similarly, according to Table 3-16, response time for CFS in Parkland averages 12.8 minutes per call in the winter, and 13.4 minutes per call during the summer. This is higher than the 11.0 minutes average response time observed by CPSM. Similarly, the response time to high-priority CFS is higher than expected. The BSO posts an average of 7.6 minutes to respond to a high-priority CFS in Parkland, which is nearly three minutes longer than the average response time of five minutes in other communities studied by CPSM.

As other areas of this report will illustrate, the patrol function in Parkland experiences a high workload during an extended period during the day. That workload is undoubtedly reflected here in the summary of CFS efficiency. Service times are relatively short, and response times are relatively high, compared to other departments studied by CPSM. The combination of these two variables signal that the patrol function is stressed and could contribute to a lower quality of service during these CFS.

The BSO has embraced a policing philosophy that seeks to deliver a high level of service. This is reflected in the vision, mission, and values of the department. The department expects that officers on patrol talk to people they meet, develop relationships, and get to know the community they serve. This approach is undermined when officers do not take the time to develop these relationships. This could be a sign of efficiency, however, when put in context with the other data in this table, it appears that patrol workload conditions require handling CFS perhaps too quickly, and the department might consider modifications for the patrol division to comport with a high-quality service approach.

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1. CPSM benchmarks are derived from data analyses of police agencies similar to the BSO service provided in Parkland.

**TABLE 3-25: CFS Efficiency**

<b>Variable Description</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Parkland</b>	<b>Parkland- BSO vs. CPSM Comps</b>
Population	67,748.6	5,417.0	833,024.0	31,571	
Officers per 100,000 Population	201.2	35.3	465.1		LOWER
Patrol Percent	66.1	32.4	96.8		LOWER
CFS Rate	1,004.8	2.2	6,894.2	540	LOWER
Avg. Service Time, Police CFS	17.7	8.1	47.3	18.0	HIGHER
Avg. Service Time, Public CFS	28.7	16.0	42.9	33.9	HIGHER
Avg. # of Responding Units, Police CFS	1.2	1.0	1.6	1.3	HIGHER
Avg. # of Responding Units, Community CFS	1.6	1.2	2.2	1.8	HIGHER
Total Service Time, Police CFS (officer-min.)	22.1	9.7	75.7	23.4	HIGHER
Total Service Time, Community CFS (officer-min.)	48.0	23.6	84.0	61.0	HIGHER
Workload Percent Weekdays Spring	26.6	5.0	65.0	32	HIGHER
Workload Percent Weekends Spring	28.4	4.0	68.0	28	LOWER
Workload Percent Weekdays Summer	28.7	6.0	67.0	31	HIGHER
Workload Percent Weekends Summer	31.8	5.0	69.0	27	LOWER
Average Response Time Spring	11.0	3.1	32.2	12.0	HIGHER
Average Response Time Summer	11.2	2.4	33.3	10.6	LOWER
High-priority Response Time	5.0	3.2	13.9	10.3	HIGHER



## PATROL DEPLOYMENT AND STAFFING

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Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the BSO contingent in Parkland provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

### Deployment

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, “A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems.”<sup>2</sup>

Essentially, “discretionary time” on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is “discretionary” and intended to be used at the discretion of the officer to address problems in the community and be available in the event of emergencies. When there is no discretionary time, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time officers are idle. This is an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department’s policing philosophy and the community’s ability to fund it. The BSO is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand *actual workload* (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really “calls” from those activities that are some other event.

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2. John Campbell, Joseph Brann, and David Williams, “Officer-per-Thousand Formulas and Other Policy Myths,” *Public Management* 86 (March 2004): 22–27.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

In general, a “Rule of 60” can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the patrol saturation index.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer’s standpoint, once a certain level of CFS activity is reached, the officer’s focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer’s mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes “Why act proactively when my actions are only going to be interrupted by a call?” Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

### **Rule of 60 – Part 1**

Personnel should be allocated to patrol in a manner that balances them against deputies assigned to all other areas of the agency. CPSM recommends that this allocation should be in the area of 60 percent. Essentially, 60 percent of available sworn personnel should be assigned to patrol. Inspection of the figures depicting deployment (Figures 4-1, 4-3, 4-5, and 4-7) indicate that the BSO assigns between 4.0 and 5.5 deputies per hour on average to patrol. This would lead to the conclusion that one sergeant, and four deputies (one for each patrol zone) are assigned each day. This does not account for deputies absent for a myriad of reasons (sick, vacation, court, training, etc.), so the actual number of deputies assigned to patrol shifts is undoubtedly greater than five. It is likely that each patrol shift has one sergeant and six deputies assigned. Given the 12-hour shift arrangement in Parkland, there are likely four shifts that rotate around each other and provide 24-hour coverage throughout the year. With four shifts, and seven sworn deputies per shift, the total patrol allocation is likely 28. These 28 deputies would

represent approximately 68 percent of the entire sworn complement of personnel (28 out of the 41 sworn personnel for which Parkland contracts with the BSO, or 68.3 percent).

Accordingly, the department has a slightly higher than expected percentage of sworn officers dedicated to the patrol function. This part of the “rule” is not hard-and-fast. To bring the BSO contingent in Parkland into greater balance, additional personnel resources would be necessary in non-patrol functions. These resources might include additional investigators, or community policing officers, or any police personnel whose primary function is not response to CFS.

Taken on its face, however, this part of the “rule” must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration. The data presented here indicate that the BSO should consider short-term and long-term plans to rebalance the personnel allocation among units assigned to Parkland.

### **Rule of 60 – Part 2**

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the “discretionary time” for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

This ratio of dedicated time compared to discretionary time is referred to as the “Saturation Index” (SI). It is CPSM’s contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

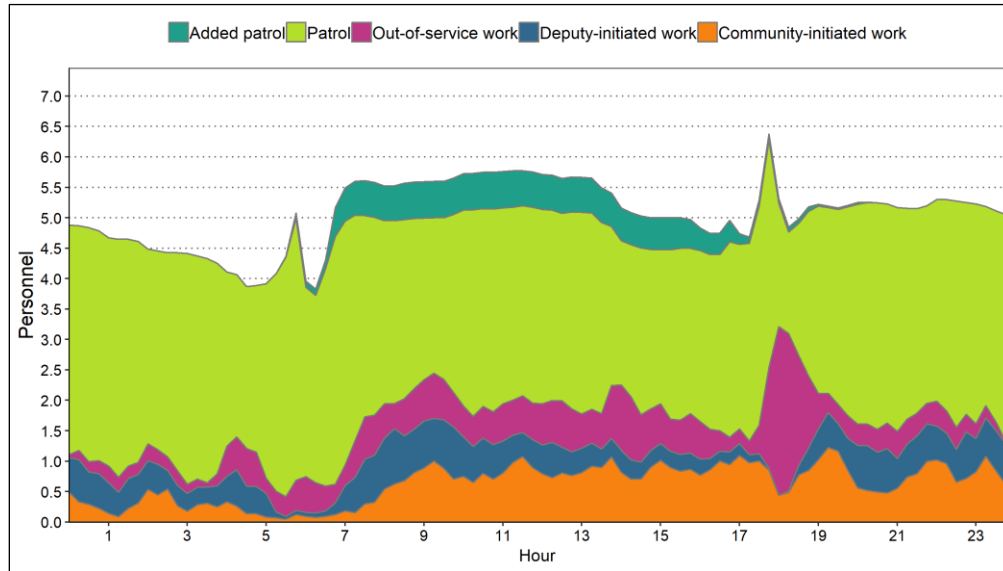
Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer’s time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. This is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

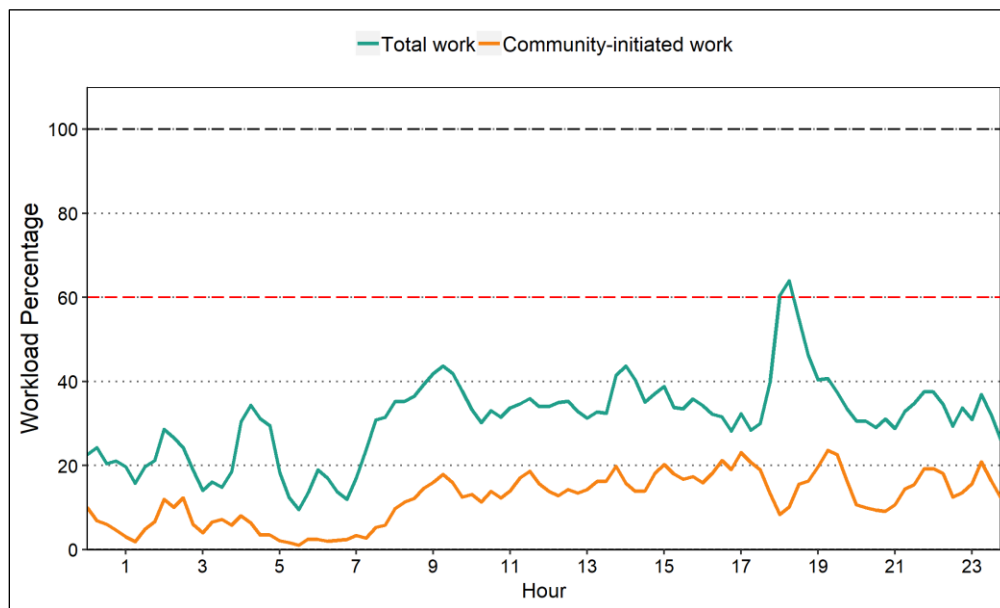
The CPSM data analysis that accompanies this report provides a rich overview of CFS and staffing demands experienced by the BSO in Parkland. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

Figures 3-34 through 3-41 represent workload, staffing, and the “saturation” of patrol resources in BSO patrol in Parkland during the two months (seasons) on which we focused our workload analysis. By “saturation” we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is “saturated” with workload demands. This “saturation” is the comparison of workload with available manpower over the course of an average day during the months selected. The figures represent the manpower and demand during weekdays and weekends during the summer of 2017 (July 6, 2017 to August 28, 2017) and during the winter/spring of 2018 (March 6, 2018 to April 30, 2018). Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

**FIGURE 3-34: Deployment and Workload, Summer 2017, Weekdays**



**FIGURE 3-35: Workload Percentage by Hour, Summer 2017, Weekdays**



**Workload v. Deployment – Weekdays, Summer**

Avg. Workload: 1.6 deputies per hour  
 Avg. % Deployed (SI): 31 percent  
 Peak SI: 64 percent  
 Peak SI Time: 6:15 p.m.

Figures 3-34 and 3-35 present the patrol workload demands and SI for weekdays in summer. As the figures indicate, the SI exceeds the 60 percent threshold at around 6:15 p.m. The SI ranges from a low of approximately 10 percent at 5:30 a.m. to a high of 64 percent at 6:15 p.m., with a daily average of 31 percent. The workload spike at 6:15 p.m. is due to the large number of deputies out of service during the change in shift.

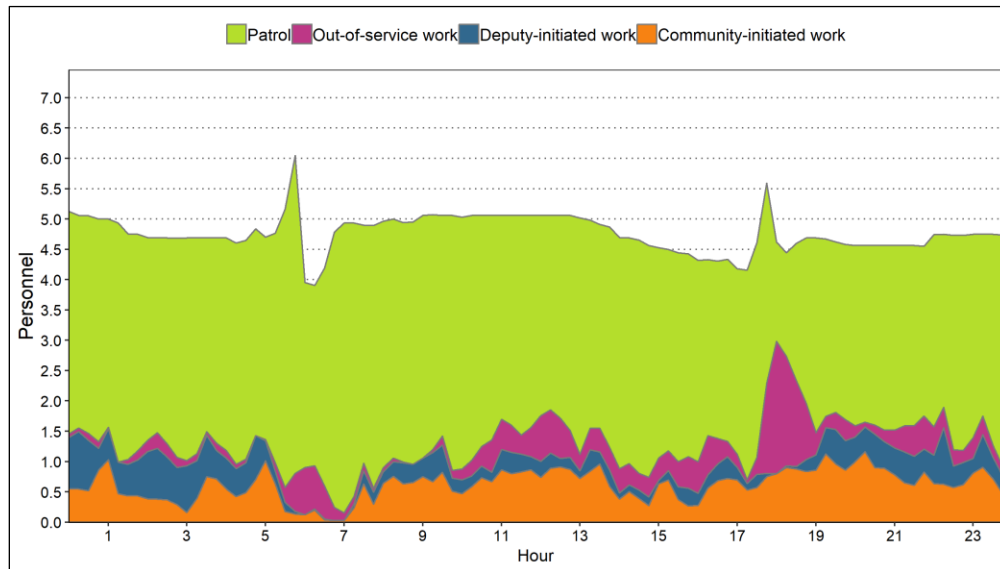
The figures illustrate several important features of the patrol function in Parkland. Figure 3-34 shows that during summer weekdays workload begins to increase at around 5:00 a.m. and increases throughout the day until it peaks around 6:00 p.m. Workload then begins to taper off after 10:00 p.m. and steadily ebbs until it reaches a low point at around 5:00 a.m.; then, the cycle repeats.

Figure 3-34 illustrates the level of patrol staffing throughout the day. The light green area on the graph shows the amount of basic patrol resources during the day. Considering that the BSO balances patrol staffing in Parkland in the four patrol squads (discussion later in the report), it is not surprising to see a relatively balanced supply of patrol personnel throughout the day. Basic patrol deployment ranges from approximately 4.0 to 5.5 officers. There are two distinct spikes during the day between 5:00 a.m. and 6:00 a.m. and between 5:00 p.m. and 6:00 p.m. and these represent the overlapping of the shifts during shift changes. "Added patrol" resources appear during the day shift and account for the presence of deputies conducting traffic enforcement. On average, there is less than one-half an hour of added patrol to the deployment figures. This indicates that a deputy is available during the day in about half the shifts over the study period.

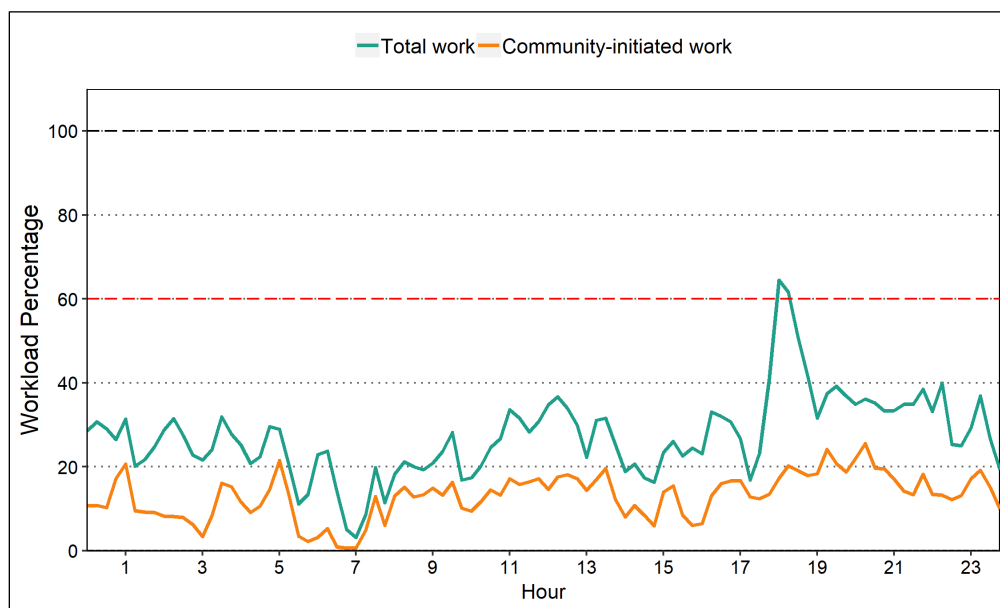
This workload is then transformed into a percentage of the amount of personnel available to handle it. This is illustrated in Figure 3-35. That figure shows that the saturation index is almost always below 40 percent throughout the day. This calculation is made by dividing the amount of workload by the available staff. For the purposes of this analysis, available patrol staff is defined as sergeants and deputies assigned to patrol, with added patrol that includes traffic deputies.

It is clear from Figures 3-34 and 3-35 that there are more than enough resources on patrol throughout the day during the summer months studied.

**FIGURE 3-36: Deployment and Workload, Summer 2017, Weekends**



**FIGURE 3-37: Workload Percentage by Hour, Summer 2017, Weekends**

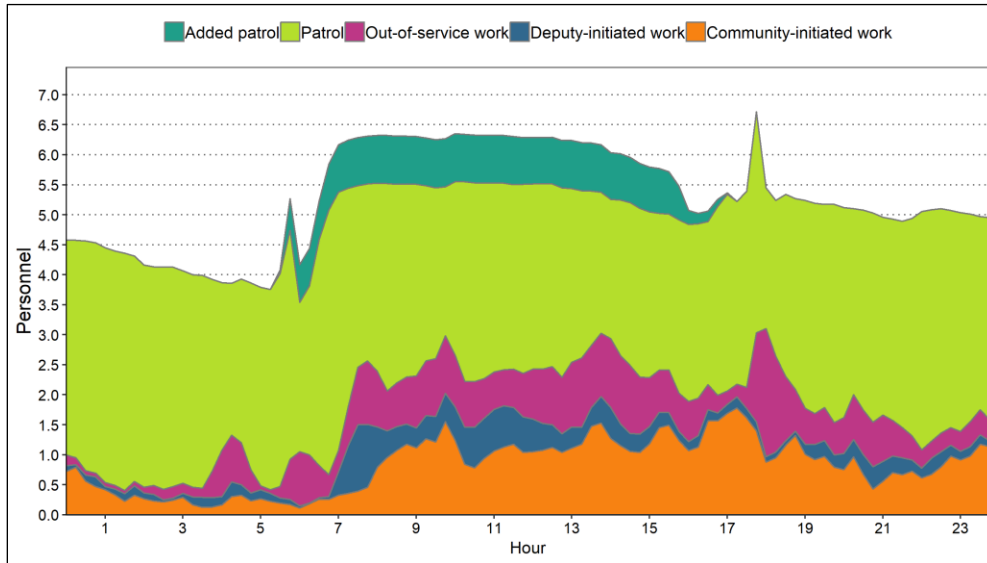


**Workload v. Deployment – Weekends, Summer**

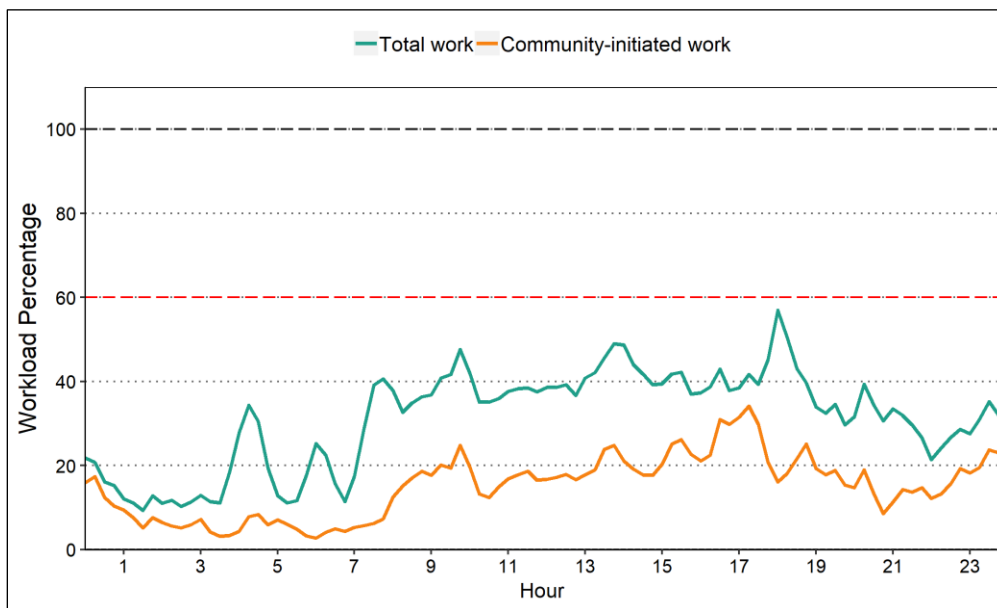
Avg. Workload: 1.3 deputies per hour  
 Avg. % Deployed (SI): 27 percent  
 Peak SI: 64 percent  
 Peak SI Time: 6:00 p.m.

Figures 3-36 and 3-37 present the patrol workload demands and SI for weekends in summer. The workload exceeds the 60 percent threshold during the evening. The SI ranges from a low of below 5 percent around 7:00 a.m. to a high of 64 percent at 6:00 p.m., with a daily average of 27 percent.

**FIGURE 3-38: Deployment and Workload, Spring 2018 Weekdays**



**FIGURE 3-39: Workload Percentage by Hour, Spring 2018, Weekdays**



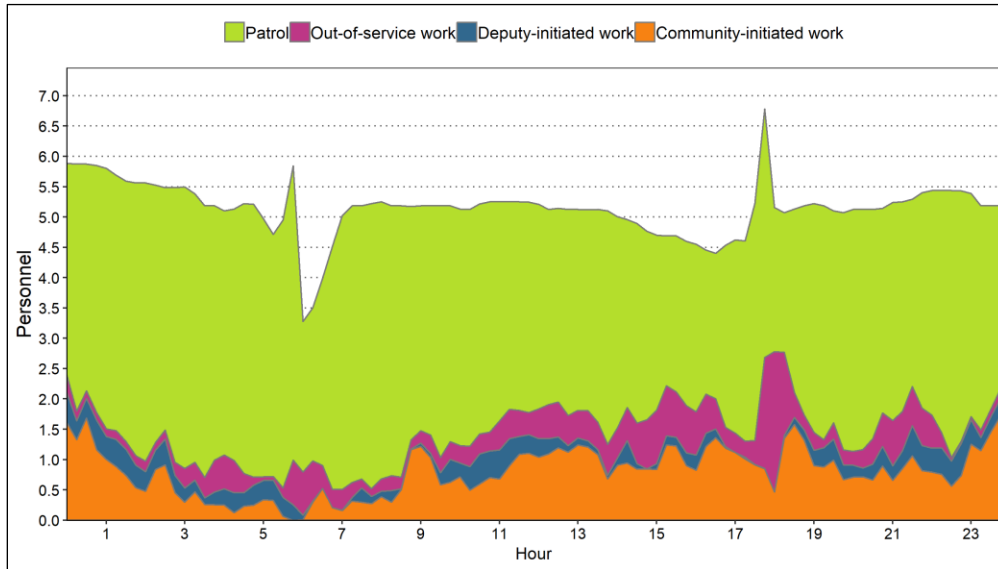
**Workload vs. Deployment – Weekdays, Spring**

Avg. Workload: 1.7 deputies per hour  
 Avg. % Deployed (SI): 40 percent  
 Peak SI: 57 percent  
 Peak SI Time: 6:00 p.m.

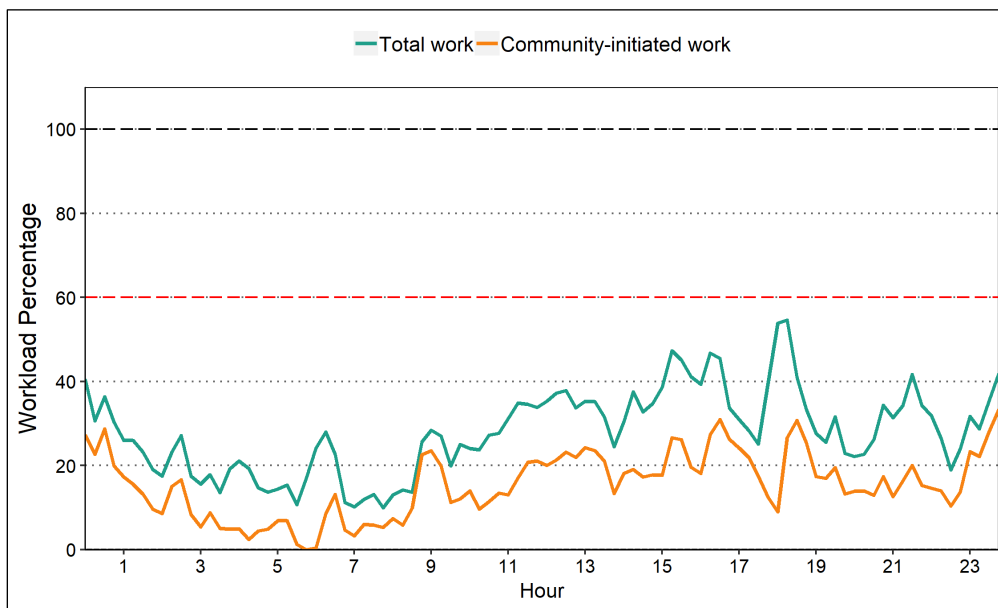
Figures 3-38 and 3-39 present the patrol workload demands and SI for weekends in summer. The workload never exceeds the 60 percent threshold. The SI ranges from a low of approximately 15 percent at 1:30 a.m. to a high of 57 percent at 6:00 p.m., with a daily average of 40 percent.



**FIGURE 3-40: Deployment and Workload, Spring 2018, Weekends**



**FIGURE 3-41: Workload Percentage by Hour, Spring 2018, Weekends**



**Workload v. Deployment – Weekends, Spring**

Avg. Workload: 1.4 officers per hour  
 Avg. % Deployed (SI): 28 percent  
 Peak SI: 55 percent  
 Peak SI Time: 6:15 p.m.

Figures 3-40 and 3-41 present the patrol workload demands and SI for weekends in summer. The workload never exceeds the 60 percent threshold. The SI ranges from a low of about 10 percent at 6:00 a.m. to a high of 55 percent at 6:15 p.m., with a daily average of 28 percent.

## APPROPRIATE PATROL STAFFING

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Taking into consideration the demand for police services and the concept of saturation index, appropriate levels of patrol staffing can be determined. The optimal level of patrol staffing will lead to the modeling of patrol schedules and act as the foundation for the staffing of the entire department.

In Parkland, the BSO's main patrol force is scheduled in 12-hour shifts starting at 6:00 a.m. and 6:00 p.m. Each shift has approximately the same number of officers and is supervised by one sergeant.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.<sup>3</sup> The length of the shift is secondary to the application of that shift to meet service demands.

The 12-hour shift poses advantages and disadvantages. On the positive side, the 12-hour shift requires fewer work appearances for officers and supervisors. Presumably, fewer appearances translates into a higher quality of life away from work. From an operational perspective, the 12-hour shift results in a greater percentage of officers working on any given day, thus more officers to deploy toward crime, traffic, disorder, and community issues at any one time. This shift also affords a tight unity of command with supervisors and officers working together each shift. This promotes better supervision and better esprit de corps among employees.

On the negative side, a 12-hour shift configuration with four equally staffed squads results in a constant and fixed level of patrol staffing throughout the day. Service demands vary, peaking in the evening hours and waning in the early morning hours. With a constant supply of personnel and a variable demand for their services there will continually be either a surplus or shortage of resources. Also, with a four-squad configuration a "silo" effect is often created. The natural rotation of this shift configuration creates four separate squads that do not interact often, which creates the personnel "silos." Similarly, it is difficult to communicate between the "silos" and between the squads and the executive management of the department.

In its totality, however, the patrol shift schedule for the BSO in Parkland is efficient. In CPSM's view, the best possible shift configuration appears to be the 12-hour shift while adding two shifts to the four-shift model currently in use. The main concern from a workload-staffing standpoint is that given the current operational demand, additional resources available during the day would allow the BSO to deploy deputies in a proactive manner to address a wide variety of crime, traffic, disorder, and community issues. Adding two teams during the main hours of the day as "special operations teams" would allow for this flexible and proactive deployment.

Each new Special Operations Team would consist of one sergeant and two deputies and they would work flexible start and end times to support the needs of the department. Personnel on the new SOTs would also be trained and equipped for bike patrol. They would be deployed in a manner that would not only support basic patrol operations and CFS response, but also be used for bike patrol and special operations supporting other specialized enforcement elements in the department.

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3. Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Washington, DC: Police Foundation, 2012).

The recommended patrol staffing for the BSO in Parkland is shown in Table 3-26.

**TABLE 3-26: Recommended Patrol Strength by Shift**

Shift	Squad	Sgt.	Dep	Total
Day: 0600x1800	A	1	5	6
Day: 0600x1800	B	1	5	6
Night: 1800x0600	C	1	5	6
Night: 1800x0600	D	1	5	6
SOT1: 1100x2300	E	1	2	3
SOT2: 1100x2300	F	1	2	3
<b>Total</b>		<b>6</b>	<b>24</b>	<b>30</b>

Another factor that needs to be considered is the lack of any overlap between shifts. Currently, the patrol shifts meet face-to-face at 6:00 a.m. and 6:00 p.m., and there is no overlap. The BSO cannot provide seamless patrol coverage to the community with patrol shifts that abut each other exactly. There needs to be some overlap. If the department were to implement the patrol plan shown in Table 3-26, only the morning shift at 6:00 a.m. would need to be adjusted to provide for that overlap. This can be accomplished by having some incoming officers start early, or assigning officers from the evening shift to start late. Either method would ensure officers are available on patrol at all times during the day. If the department does not implement the patrol plan depicted in Table 3-26, then adjustments still need to be made to both morning and evening shifts to ensure there is an overlap of resources and continuous patrol coverage in the community.

In addition to the personnel listed in the above table, the BSO should allocate one commander to oversee all patrol operations in Parkland.

### Recommendations:

- Staff basic patrol deployment with a complement of 6 sergeants and 24 deputies, and deploy them as illustrated in Table 3-26.
- Allocate one individual as a patrol operations commander in Parkland.

### Special Operations

To support operations, the BSO should staff several specialized assignments. Sworn personnel should be assigned to:

- Investigations.
- Special Operations.
- School Resource Officers.

The number of personnel allocated to Special Operations such as Investigations should be based on input from city leadership as to the level of service desired by the community.

# SECTION 4. REVIEW OF BSO CONTRACT AND BSO STRATEGIC PLAN

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## BSO CONTRACT

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CPSM has evaluated Sheriff's Office/municipality contracts with arrangements for the delivery of law enforcement services, in both rural and urban areas around the country, and in states as diverse as California, Michigan, Florida, Arizona, and Minnesota. In each of these projects we have been asked to evaluate the contractual arrangement between the Sheriff's Office and the local government as part of an overall assessment of law enforcement services.

In conducting such an evaluation CPSM reviews several criteria, including:

- Whether a specific member of the Sheriff's office is designated as the operational "chief" of the law enforcement function occurring within the municipality and whether that individual is considered to be a member of the City Manager's or Chief Administrative Officer's staff.
- Whether the appointment of the individual designated as the "chief" is at the discretion of the municipality (typically the city manager or chief administrative officer of the city) and whether the manager is provided with a list of qualified law enforcement managers employed by the Sheriff's Office to select from.
- That the municipality has the ability to remove the chief from the assignment at the discretion of the local government.
- That there is a clear understanding as to cost and procedures involved when the Sheriff's Office is unable to provide previously contracted deputies on duty.
- That the municipality is protected from having the Sheriff's Office contract with another municipality under more favorable terms or conditions.
- That funds generated by law enforcement operations within the municipality (fines, seizures, and/or forfeitures) be retained by the municipality to be utilized specifically to improve law enforcement operations within the community.
- That the Sheriff's Office be required to provide to the municipality regular reports on the law enforcement activities of the Sheriff's Office within the community.
- That there is a clear declaration as to the countywide services that would be provided to the municipality, outside of the scope of the contract or agreement, as would be provided to any other municipality within the Sheriff's Office's jurisdiction.

In our review of the BSO/Parkland agreement that has been in place for many years, we found that every one of these issues was appropriately addressed in the contract. Further, in our interviews with BSO personnel and City of Parkland staff members we have found that there has been an ongoing working relationship consistent with the terms of the contract.

We understand that as a result of the incident that occurred at Marjorie Stoneman Douglas High School in 2018 there has been an understandable tension between Parkland residents and staff members and the Broward Sheriff's Office. However, we do not believe that the contract agreement between these organizations fails to provide a structure by which disputes and/or disagreements can be resolved.

Going forward, should Parkland decide to remain in a contractual agreement with BSO, we do believe that it is important that a more detailed understanding of the performance expected from the BSO be delineated in a clear, written document. The document should spell out not only those expectations but also a performance measurement system so that the city can closely monitor BSO's performance. We have identified a series of those actions in the focus group section, identified as "*Gap Analysis Recommendations*."

Further, we believe that the strategic plan recently adopted by the BSO Parkland District be memorialized as part of any future agreement, again with specific performance measures to be conducted on a regular basis.

## BSO STRATEGIC PLANNING INITIATIVE FOR THE PARKLAND DISTRICT

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On February 2, 2019, CPSM staff meet with Captain Christopher Mulligan. Captain Mulligan was assigned as District Commander for Parkland after the February 14, 2018, massacre at Marjory Douglas Stoneman High School, when the former district commander was reassigned by the Broward Sheriff's Office.

Captain Mulligan has a long tenure with the Broward Sheriff's Office and is an experienced commander. Captain Mulligan provided CPSM staff with a verbal overview of the vision and strategic plan for the Parkland District. Additionally, Captain Mulligan provided CPSM staff with a copy of the Strategic Planning Initiative for the Parkland District, 2018 -2019 (see attachment to this report). The Strategic Planning document was finalized and approved in November 2018; however, Captain Mulligan indicated that selected strategies had gotten underway in October 2018.

CPSM conducted an analysis of the Strategic Planning Initiative for the Parkland District. CPSM found the strategic plan to be comprehensive and detailed and with realistic goals and objectives accompanied with timelines.

The document opens with a message from Captain Mulligan and a brief overview of the strategic plan. The strategic plan was not constructed just with Captain Mulligan's perspective, but was formulated from input from city officials, residents, and both sworn deputies and civilian staff members. Captain Mulligan recognizes that like many strategic plans in public safety agencies, the strategic plan may be interrupted by unanticipated environmental, social, and financial changes which may require a change in the course of navigation. As stated by Captain Mulligan in the Strategic Plan "This is a fluid plan in which we will continually evaluate our progress, identify our successes, and make adjustments when and where needed" (p. 3). Therefore, the Strategic Plan has a realistic approach and a degree of flexibility to ensure adaptation to changing environments and unforeseen factors.

The Strategic Plan presents a specific mission tailored to the City of Parkland. The mission states "Since 2004, the Broward County Sheriff's Office has been the contract service provider for Law Enforcement services for the City of Parkland. The Broward Sheriff's Office Parkland District provides the highest level of professional law enforcement services which includes all patrol functions, traffic enforcement, commercial vehicle enforcement, code enforcement, school resource deputies, bicycle patrol, and investigative services" (p. 4).

The vision of the Parkland District states, "To provide the highest quality of law enforcement services to the residents of the City of Parkland through an emphasis on community engagement and a focus on our core public safety values" (p. 4). Core values for the Broward County Sheriff's Office as defined in the Strategic Plan and Sheriff's Office Policy Manual are:

- Public Service.
- Integrity.
- Quality.
- Loyalty, Commitment, and Teamwork.
- Professionalism.
- Leadership.
- Respect and Dignity.

- Fairness and Equality (p.4).

CPSM will discuss the goals and objectives, strategies, responsible parties, and timeline here. However, CPSM would like to point out that when CPSM conducted the community focus groups in the summer of 2018, the strongest theme derived from all six focus groups was a lack of confidence in Broward Sheriff's Office serving the Parkland community. CPSM staff made the recommendation to Colonel Sean Zukowsky (meeting held on 3/25/19 at BSO Public Safety Complex) and Captain Mulligan (telephone conversation on 3/27/19) that conducting quarterly community surveys of Parkland residents for the first year would enable BSO to benchmark successes in rebuilding community confidence and trust. The surveys could be electronically accessible through the City of Parkland's website and/or BSO website. For the second year, the surveys could be held conducted biannually if the first year's results demonstrated increases in the community's confidence and trust in BSO. CPSM recommends that the questions in the survey reflect the above listed eight core values, which would be measures of confidence and trust.

The Strategic Plan has three primary goals and each goal has numerous objectives designed to support the accomplishment of each goal. The three primary goals are:

- Reduce Crimes and Enhance the Sense of Security within the City of Parkland (supported with five objectives).
- Create, Strengthen, and Maintain Partnerships with the Community and City Officials (supported with four objectives).
- Foster a Culture That Improves Performance and Enhances Morale (supported with five objectives).

The first goal is designed for reducing crime through proactive policing, data analysis, targeted enforcement, crime prevention, and procuring and deploying resources, equipment and technology.

The second goal is designed to promote partnerships, community engagement, and communication through offering an annual 20-hour Citizen's Police Academy, participating in quarterly city sponsored events, attending city staff meetings, updating the city's website to showcase BSO resources and services, and communicating code violations and resolutions to city staff.

The third goal is designed to foster a culture that improves performance and morale by conducting quarterly staff recognition meetings, aligning job tasks of civilian personnel for equitable and efficient assignments, aligning job assignments and performance expectations to support district goals and objectives, focusing on training and professional development for staff, and enhancing internal communications.

To accomplish each objective that supports a goal, multiple strategies are listed for each objective, followed by the responsible party/person(s) for the accomplishment of the strategy, and a start and end period or timeline. CPSM found the strategies to be practical and designed to contribute to the success of the objectives.

CPSM had made some recommendations in the Community Focus Groups document that BSO has used in the Strategic Plan. Based on findings from the Community Focus Groups held in Summer 2018, CPSM recommended:

- There is a need to have engagement strategies, specifically implementing a park, walk, and talk program to engage with the community. This would entail authorizing patrol supervisors to

direct patrol deputies to park their vehicles and walk through public areas such as parks and shopping centers during specific times of the day, or whenever calls for service are particularly low. An emphasis should be made to encourage community engagement during these foot patrols. An effort such as this would likely reap a considerable positive response by members of the community.

- CPSM also recommended that the various homeowners associations must make it a point to request and insist that representatives from BSO attend their HOA-sponsored social functions. Ideally, patrol deputies would attend such events within their patrol districts. Similarly, the homeowners' associations should regularly meet among themselves to identify community policing needs and to interact with BSO district command staff and BSO representatives performing community outreach. This would do much to create an atmosphere of both transparency and accountability.

## Other Recommendations to BSO Strategic Plan

- CPSM recommends conducting quarterly community surveys of Parkland residents for the first year to enable BSO to benchmark successes in rebuilding community confidence and trust. The surveys could be made electronically accessible through the City of Parkland's website and/or BSO website. For the second year, the surveys could be conducted biannually if year one demonstrated increases in the community's confidence and trust in BSO. CPSM recommends that the questions in the survey reflect the above the eight core values, which would be measures of confidence and trust.
- CPSM commends the BSO for planning to establish a twenty-hour Citizen's Police Academy to promote community engagement and partnerships. CPSM also recommends establishing an Explorer Post for youth in the City of Parkland. Additionally, a Junior Citizen's Academy for youth would promote engagement and education, and would benefit BSO as a recruitment tool.

CPSM commends BSO for constructing a strong strategic plan that addresses areas of concern from the community and that promotes proactive policing. As with many well-written strategic plans, the strategies can be well-written and formulated for the best outcomes; however, the success of the Strategic Plan is dependent upon the execution of the strategies and ongoing assessment as to the impact of the strategies in accomplishing the goals and objectives. Unanticipated events may occur that will require the readjustment of the plan. Readjustments should not equate to faulty logic but should be viewed as opportunities to readjust the goals, objectives, or strategies to strengthen the overall outcome of the Strategic Plan, that is, restoring the confidence and trust by Parkland citizens in the Broward Sheriff's Office.



## **BROWARD SHERIFF'S OFFICE, STRATEGIC PLAN 2018-2019, PARKLAND DISTRICT – INSERT**

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The Strategic Plan developed by the Broward Sheriff's Office for the Parkland District follows as an insert.

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BROWARD SHERIFF'S OFFICE

# STRATEGIC PLAN 2018-2019 PARKLAND DISTRICT





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## MESSAGE FROM CAPTAIN MULLIGAN

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**T**he mission of the Broward Sheriff's Office is to provide the highest level of professional law enforcement service to the communities we serve. Building trust within the community and providing staff with a clear purpose and direction can be achieved through a commitment to serving others. With that in mind, we are pleased to present the Broward Sheriff's Office, Parkland District's Strategic Plan.

In preparing our strategic plan, we sought input from our city officials, received feedback from residents, and involved our sworn and civilian staff in the process. The aim of this plan is to establish our collective priorities, and to determine how we will address them in the most efficient and cost effective manner.

Unlike most strategic plans, this plan covers the upcoming fiscal year beginning in October 2018; this was done to ensure that the objectives and the strategies are realistic and achievable. This is a fluid plan in which we will continually evaluate our progress, identify our successes, and make adjustments when and where needed.

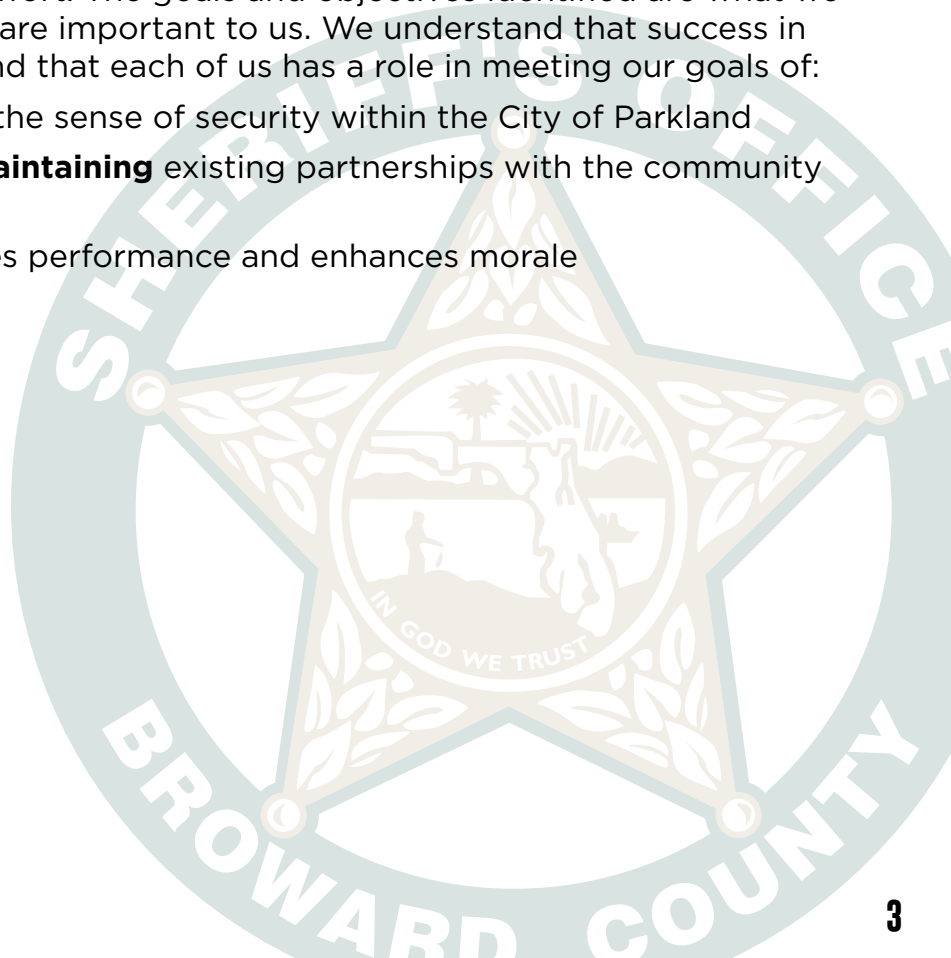
For me personally, it is important to recognize that this plan is not the vision of one person, instead, it is the result of a collective effort. The goals and objectives identified are what we as a community, and a profession, say are important to us. We understand that success in achieving our goals is a team effort, and that each of us has a role in meeting our goals of:

- **Reducing** crime and enhancing the sense of security within the City of Parkland
- **Creating, strengthening, and maintaining** existing partnerships with the community and city officials
- **Fostering** a culture that improves performance and enhances morale

*Christopher Mulligan*

Captain Christopher Mulligan  
and the District of Parkland Personnel

November 2018





## MISSION

Since 2004, the Broward County Sheriff's Office has been the contract service provider for Law Enforcement services for the City of Parkland. The Broward Sheriff's Office Parkland District provides the highest level of professional law enforcement service which includes all patrol functions, traffic enforcement, commercial vehicle enforcement, code enforcement, school resource deputies, bicycle patrol, and investigative services.



## VISION OF THE PARKLAND DISTRICT

To provide the highest quality of law enforcement services to the residents of the City of Parkland through an emphasis on community engagement and a focus on our core public safety values.

## CORE VALUES

Each employee is expected to demonstrate the core values as defined in the Sheriff's Policy Manual:

- Public Service
- Integrity
- Quality
- Loyalty, Commitment and Teamwork
- Professionalism
- Leadership
- Respect and Dignity
- Fairness and Equality





## THE STRATEGIC PLANNING PROCESS

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The Broward Sheriff's Office Parkland FY 2018-2019 Strategic Plan began with the vision of a continued commitment to community engagement while ensuring public safety. The plan focuses on the future and was developed in collaboration with key stakeholders.

The strategic planning process included:

- Communicating a **VISION** of the district
- Collecting **EXPECTATIONS** from residents, city officials, and district staff
- Identifying **ISSUES** facing the district
- Scripting and reviewing **STRATEGIC GOALS, OBJECTIVES, and STRATEGIES**
- Implementing the **STRATEGIC PLAN**

## COMMUNICATING A VISION OF THE DISTRICT

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According to Warren Bennis, "Leadership is the capacity to translate vision into reality." The strategic planning process began with a vision as defined by the district captain and shared with district personnel.

The vision of a continued commitment to community engagement while ensuring public safety forms the foundation of this strategic plan.

## COLLECTING EXPECTATIONS FROM RESIDENTS, CITY OFFICIALS, AND DISTRICT STAFF

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The next step in the strategic planning process involved the collection of expectations from residents, city officials, and district staff. Since March of 2018, the district command attended and initiated various community events to glean input from those they serve. On August 23, 24 and 30, individual meetings were conducted with city officials and district personnel to determine expectations of each group. The information was collected, grouped by topic, and discussed with district command.

The grouped topics led to the next step in the strategic planning process; that is, issues were identified by district command.





## IDENTIFYING ISSUES FACING THE DISTRICT

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On August 30, the district command staff reviewed the input from residents, city officials, and district personnel. This information along with an ongoing review of district crime and an analysis of traffic incidents led to the identification of key issues facing the district. The issues included: determining community involvement; changing public's perception; educating city staff and citizens in district operations; considering the city's demographics; reviewing district positions, clarifying roles and responsibilities, and scheduling staff trainings; providing district personnel with needed tools and resources; and, enhancing internal communications. These issues became the basis for scripting the strategic goals and objectives of this strategic plan.

### Scripting and Reviewing

## STRATEGIC GOALS, OBJECTIVES, STRATEGIES, RESPONSIBLE PARTY, START AND END TIMES

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Throughout September and October 2018, the district captain, lieutenant, sergeants, selected deputies, community service aides, and code inspectors participated in several sessions to script the strategic goals and objectives. From the scripted goals and objectives, strategies were identified. Strategies are actions needed to achieve each objective. As well, each strategy included a responsible party, start and end times.

The scripted information was reviewed with district personnel for suggested changes. The final step in the strategic planning process occurred in early November 2018. The district command conducted a final review of all components of the strategic plan.

## IMPLEMENTING THE STRATEGIC PLAN

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Although selected strategies have been implemented since October 2018, the strategic plan was designed and ready for a final review by November 2018. By late November 2018, the Parkland District's FY 2018-2019 Strategic Plan was emailed to all district personnel, reviewed during roll calls, and presented to the city manager for dissemination.





## STRATEGIC GOALS AND OBJECTIVES

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### GOAL 1: REDUCE CRIMES AND ENHANCE THE SENSE OF SECURITY WITHIN THE CITY OF PARKLAND

- Objective 1:** Conduct proactive policing.
- Objective 2:** Deploy traffic enforcement units during peak infraction times and areas to reduce traffic violations.
- Objective 3:** Develop operational plans using data analysis to reduce property crimes.
- Objective 4:** Provide crime prevention information to city officials, residents, businesses, and schools through social media, community meetings, and community events (district personnel).
- Objective 5:** Procure and deploy resources, equipment, and technology to enhance the district's ability to address current and potential crime trends (district command).

### GOAL 2: CREATE, STRENGTHEN, AND MAINTAIN PARTNERSHIPS WITH THE COMMUNITY AND CITY OFFICIALS.

- Objective 1:** Coordinate and conduct an annual 20-hour Citizens Police Academy to provide residents and business owners with exposure to law enforcement operations.
- Objective 2:** Coordinate and participate in a minimum of one city sponsored event per quarter, and attend all scheduled city staff meetings.
- Objective 3:** Create and update current BSO resources/services on city website in partnership with the City of Parkland's Information Technology Division.
- Objective 4:** Communicate code violations and resolutions to city staff.

### GOAL 3: FOSTER A CULTURE THAT IMPROVES PERFORMANCE AND ENHANCES MORALE.

- Objective 1:** Conduct quarterly staff recognition meetings.
- Objective 2:** Analyze and align job tasks of civilian personnel to address equitable and efficient distribution of assignments.
- Objective 3:** Identify, document, and communicate individual employee job assignments and performance expectations to align with district goals and objectives.
- Objective 4:** Identify and schedule appropriate trainings and professional development opportunities for each staff member.
- Objective 5:** Enhance internal communications amongst district personnel at all levels.





## GOAL 1: REDUCE CRIMES AND ENHANCE THE SENSE OF SECURITY WITHIN THE CITY OF PARKLAND.

### OBJECTIVE 1: Conduct proactive policing.

Strategies	Responsible Party	Start	End
Review data and develop plans to address crime issues	Sergeants and deputies	Shift roll calls	Shift roll calls
Conduct SMART searches of citywide crime trends and accidents	All patrol deputies	Per shift	Per shift
Conduct park and walks for each neighborhood and provide educational resources to residents	All patrol deputies	Per shift	Per shift
Conduct traffic enforcement and education through the issuance of traffic and/or warning citations	All patrol deputies	Per shift	Per shift
Conduct a debrief of all critical incidents to include a review of positive actions and areas for improvement after leaving the scene of the incident	Sergeants	Conclusion of incident	Conclusion of debriefing
Follow-up with victims to provide relevant information of investigation	Detective sergeant or detectives	Case assignment or contacted by victim	Case assignment or contacted by victim

### OBJECTIVE 2: Deploy traffic enforcement units during peak infraction times and areas to reduce traffic violations

Strategies	Responsible Party	Start	End
Review data and develop plans to address crime issues	Sergeants and deputies	Shift roll calls	Shift roll calls
Conduct SMART searches of citywide crime trends and accidents	All patrol deputies	Per shift	Per shift
Conduct Selective Traffic Enforcement (STEPS) and education at high traffic crash areas through the issuance of traffic and/or warning citations	Traffic Enforcement Unit	Per shift	Per Shift
Deploy License Plate Recognition trailers and review traffic analysis in response to citizen input	Traffic Enforcement Unit	As needed	As needed





## GOAL 1: REDUCE CRIMES AND ENHANCE THE SENSE OF SECURITY WITHIN THE CITY OF PARKLAND.

### OBJECTIVE 3: Develop operational plans using data analysis to reduce property crimes.

Strategies	Responsible Party	Start	End
Collect data using data analysis tools (SMART, Crimeview, etc.)	Criminal Investigation (CI) sergeant	Daily	Daily
Analyze data	CI sergeant	Daily	Daily
Develop strategies	CI sergeant	As needed	As needed
Create and disseminate operational plan to deputies and sergeants	CI sergeant	As needed	As needed
Deploy resources	Shift supervisors	As needed	As needed
Document activities in activity log	Deputies	As needed	As needed
Collect and forward activity logs to CI sergeant	Shift supervisors	As needed	As needed
Monitor crime trends	CI sergeant	As needed	As needed
Evaluate and modify strategies, if necessary	CI sergeant	As needed	As needed
Collect and document results	CI sergeant	As needed	As needed
Create and disseminate After Action Report	CI sergeant	As needed	As needed

### OBJECTIVE 4: Provide crime prevention information to city officials, residents, businesses, and schools through social media, community meetings, and community events (district personnel).

Strategies	Responsible Party	Start	End
Attend Home Owners Association (HOA) meetings to inform and educate residents of current crime trends and crime prevention	Sergeants and zone deputies	Monthly	Monthly
Procure and post display boards/flyers alerting citizens in high concentration areas of crimes and to lock vehicles	Detectives and deputies	As needed	As needed
Send social media alerts to residents during road closures and/or high police activity	Captain or lieutenant	As needed	As needed
Coordinate an annual National Night Out	Lieutenant and administrative sergeant	August 2019	August 2019
Schedule a yearly shred-a-thon/operation medicine cabinet	Lieutenant or administrative sergeant	March 2019	March 2019



# STRATEGIC PLAN PARKLAND DISTRICT

2018-2019



## GOAL 1: REDUCE CRIMES AND ENHANCE THE SENSE OF SECURITY WITHIN THE CITY OF PARKLAND.

**OBJECTIVE 5: Procure and deploy resources, equipment, and technology to enhance the district's ability to address current and potential crime trends (district command).**

Strategies	Responsible Party	Start	End
Request two License Plate Recognition (LPR's)	Captain Lieutenant	September 2018	September 2018
Purchase LPR's	City of Parkland	TBD	TBD
Request two Evolution Model Rapid Scan Fingerprint Readers, and train staff	Administrative Sergeant and Digital Evidence Unit	October 2018	January 2019
Research funding for a Skywatch Tower	Administrative Sergeant	October 2018	March 2019
Purchase body worn cameras, construct camera docking station location, and train staff	Administrative Sergeant and Digital Evidence Unit	October 2018	March 2019



# STRATEGIC PLAN PARKLAND DISTRICT

2018-2019



## GOAL 2: CREATE, STRENGTHEN, AND MAINTAIN PARTNERSHIPS WITH THE COMMUNITY AND CITY OFFICIALS.

### OBJECTIVE 1: Coordinate and conduct an annual 20-hour Citizens Police Academy to provide residents and business owners with exposure to law enforcement operations.

Strategies	Responsible Party	Start	End
Establish an application process and forms	Administrative Sergeant	January 2019	March 2019
Identify topics and outline a curriculum	Administrative Sergeant	January 2019	March 2019
Schedule subject matter experts	Administrative Sergeant	July 2019	August 2019
Advertise to citizens of Parkland	Administrative Sergeant	June 2019	August 2019
Select and notify approved applicants	Administrative Sergeant	August 2019	August 2019
Procure promotional academy items and assemble materials	Administrative Sergeant	January 2019	August 2019
Conduct academy and schedule ride-a-longs for academy participants	Administrative Sergeant	September 2019	September 2019
Coordinate academy graduation	Administrative Sergeant	September 2019	September 2019

### OBJECTIVE 2: Coordinate and participate in a minimum of one city sponsored event per quarter, and attend all scheduled city staff meetings.

Strategies	Responsible Party	Start	End
Review city special events permits	Lieutenant	Monthly	Monthly
Determine and request appropriate city event with city officials	Captain and city officials	Quarterly	Quarterly
Coordinate with city PIO and special events coordinator to schedule event and post on city calendar	Administrative Sergeant	Quarterly	Quarterly
Participate in the scheduled events	Assigned staff	Quarterly	Quarterly
Capture event participation in district monthly report	Administrative Assistant	Month completed	Month completed
Attend scheduled city staff meetings, commission meetings and provide district updates	Captain or lieutenant	As scheduled	As scheduled





## GOAL 2: CREATE, STRENGTHEN, AND MAINTAIN PARTNERSHIPS WITH THE COMMUNITY AND CITY OFFICIALS.

### OBJECTIVE 3: Create and update current BSO resources/services on city website in partnership with the City of Parkland's Information Technology Division.

Strategies	Responsible Party	Start	End
Meet with City of Parkland Information Technology contact	Administrative sergeant and City of Parkland IT contact	October 2018	October 2018
Script website content	BSO's Community Affairs Specialist and district command	October 2018	November 2018
Submit to BSO's Community Affairs Manager for review and approval	BSO's Community Affairs Specialist and district command	November 2018	November 2018
Resubmit final to City of Parkland	Captain	November 2018	November 2018
Maintain and submit updates to City of Parkland	Administrative Sergeant	Ongoing	Ongoing

### OBJECTIVE 4: Communicate code violations and resolutions to city staff.

Strategies	Responsible Party	Start	End
Create and maintain code enforcement section in the monthly report and provide to city	Code enforcement Personnel	November 2018	Monthly
Continue to update City of Parkland 's Special Magistrate Hearing code violations using Trakit to include Call to Order, Policies and Procedures, Public Hearing, and First Hearing status	Code Enforcement Personnel	Week before hearing	Day before hearing

# STRATEGIC PLAN PARKLAND DISTRICT

2018-2019



## GOAL 3: FOSTER A CULTURE THAT IMPROVES PERFORMANCE AND ENHANCES MORALE.

### OBJECTIVE 1: Conduct quarterly staff recognition meetings.

Strategies	Responsible Party	Start	End
Submit memorandums recommending employee of the quarter	Sergeants	December 2018 April 2019 July 2019 October 2019	December 2018 April 2019 July 2019 October 2019
Select the employee of the quarter	Captain and lieutenant	December 2018 March 2019 June 2019 September 2019	January 2019 April 2019 July 2019 October 2019
Present award to the employee of the quarter and recognize nominees during the quarterly staff recognition meetings	Captain	January 2019 April 2019 July 2019 October 2019	January 2019 April 2019 July 2019 October 2019

### OBJECTIVE 2: Analyze and align job tasks of civilian personnel to address equitable and efficient distribution of assignments.

Strategies	Responsible Party	Start	End
CSA will attend Public Service Aide Academy at Broward College	Administrative Sergeant	May 2019	June 2019
Complete delayed crime reports at the district office	CSAs reviewed by administrative sergeant	November 2018	Ongoing
Review roles and responsibilities of administrative specialist II	Captain	November 2018	November 2018

### OBJECTIVE 3: Identify, document, and communicate individual employee job assignments and performance expectations to align with district goals and objectives.

Strategies	Responsible Party	Start	End
Include relevant strategic planning objectives for each employee's performance expectations.	Captain, lieutenant, sergeants	October 2018	October 2019
During briefings and roll calls, supervisors will assign specific job tasks per current crime trends	Sergeants	October 2018	October 2019
Identify, document, and communicate the roles and responsibilities of the administrative sergeant based on the strategic plan strategies.	Lieutenant	October 2018	October 2019





## GOAL 3: FOSTER A CULTURE THAT IMPROVES PERFORMANCE AND ENHANCES MORALE.

### OBJECTIVE 4: Identify and schedule appropriate trainings and professional development opportunities for each staff member.

Strategies	Responsible Party	Start	End
Designate and certify an area of the district as an FDLE approved training location	Captain and lieutenant	November 2018	April 2019
Schedule Subject Matter Experts (SMEs) and conduct quarterly trainings in topics related to crime statistics, Strategic Mapping Analysis and Reporting Tool (SMART) dashboard, laws, traffic, investigative strategies, and officer safety techniques	Administrative sergeants	January 2019 April 2019 July 2019 October 2019	January 2019 April 2019 July 2019 October 2019
Schedule staff for annual mandatory retraining hours	Administrative sergeant	Based on in-service training dates	Based on in-service training dates

### OBJECTIVE 5: Enhance internal communications amongst district personnel at all levels.

Strategies	Responsible Party	Start	End
Conduct shift briefings with sworn personnel to include unusual occurrences, staff events, training and operational updates	Shift sergeants	Beginning of shift	Ongoing
Conduct shift briefing with civilian personnel on a daily basis	Administrative Sergeant	Beginning of shift	Ongoing
Document all shift briefings in daily bulletins	Sergeants	End of shift briefing	End of shift briefing
Communicate changes in district staffing to relevant supervisors	Captain and lieutenant	To be announced	To be announced
Conduct staff meetings with sergeants and administrative assistant to include updates from city officials, changes in crime trends, and agency initiatives.	Captain and lieutenant	Monthly	Monthly
Communicate city-sponsored events, city private events which require law enforcement, and scheduled district events via emails to all shift personnel	Lieutenant Administrative Sergeant	As scheduled	As scheduled



## TIMELINE/WORK PLAN FOR FY 2018-2019 STRATEGIC PLAN

The below table summarizes the FY 2018-2019 strategies by month. The outcomes will be reported in our district monthly reports.

Strategies	Oct. 2018	Nov. 2018	Dec. 2018	Jan. 2019	Feb. 2019	March 2019
Attend HOA meetings to inform and educate residents of current crime trends and crime prevention.						
Review city special events permits.						
Create and maintain code enforcement section in the monthly report and provide to city.						
Conduct staff meetings with sergeants and administrative assistant to include updates from city officials, changes in crime trends, and agency initiatives.						
Request two Evolution Model Rapid Scan Fingerprint Readers, and train staff.						
Research funding for a SkyWatch Tower.						
Purchase body worn cameras, construct camera docking station location, and train staff.						
Meet with City of Parkland Information Technology contact to create and update BSO resources/ services on city website.						
Script website content.						
Submit website content to BSO's Community Affairs Manager for review and approval.						
Resubmit final website content to City of Parkland.						
Include relevant strategic planning objectives for each employee's performance expectations.						
During briefings and roll calls, supervisors will assign specific job tasks per current crime trends.						
Identify, document, and communicate the roles and responsibilities of the administrative sergeant based on the strategic plan strategies.						
Complete delayed crime reports at the district office.						
Review roles and responsibilities of administrative specialist II.						
Designate and certify an area of the district as an FDLE approved training location.						
Determine and request appropriate city event with city officials.						
Coordinate with city PIO and special events coordinator to schedule event and post on city calendar.						
Participate in the scheduled events.						
Schedule a yearly shred-a-thon/operation medicine cabinet.						





## TIMELINE/WORK PLAN FOR FY 2018-2019 STRATEGIC PLAN, CONTINUED

Strategies	Oct. 2018	Nov. 2018	Dec. 2018	Jan. 2019	Feb. 2019	March 2019
Establish an application process and forms for the Citizens Police Academy.						
Identify topics and outline a curriculum for the Citizens Police Academy.						
Procure promotional academy items and assemble materials for the Citizens Police Academy						
Submit memorandums recommending employee of the quarter.						
Select the employee of the quarter.						
Present award to employee of the quarter, recognize nominees during quarterly staff recognition meetings.						
Schedule subject matter experts and conduct quarterly trainings at the district.						





## TIMELINE/WORK PLAN FOR FY 2018-2019 STRATEGIC PLAN, CONTINUED

Strategies	April 2019	May 2019	June 2019	July 2019	Aug 2019	Sept. 2019	Oct. 2019
Attend HOA meetings to inform and educate residents of current crime trends and crime prevention.							
Review city special events permits.							
Create and maintain code enforcement section in the monthly report and provide to city.							
Conduct staff meetings with sergeants and administrative assistant to include updates from city officials, changes in crime trends, and agency initiatives.							
Include relevant strategic planning objectives for each employee's performance expectations.							
During briefings and roll calls, supervisors will assign specific job tasks per current crime trends.							
Identify, document, and communicate the roles and responsibilities of the administrative sergeant based on the strategic plan strategies.							
Designate and certify an area of the district as an FDLE approved training location.							
Determine and request appropriate city event in partnership city officials.							
Coordinate with city PIO and special events coordinator to schedule event and post on city calendar.							
Participate in the scheduled events.							
CSA will attend Public Service Aide Academy at Broward College.							
Advertise the Citizens Police Academy to citizens of Parkland.							
Schedule subject matter experts for the Citizens Police Academy.							
Select and notify approved applicants for the Citizens Police Academy.							
Procure promotional items and assemble materials for Citizens Police Academy.							
Conduct Citizens Police Academy and coordinate academy graduation.							
Coordinate an annual National Night Out.							
Submit memorandums recommending employee of the quarter.							
Select the employee of the quarter.							
Present award to employee of the quarter, recognize nominees during quarterly staff recognition meetings.							
Schedule subject matter experts and conduct quarterly trainings at the district.							

## **AGREEMENT FOR POLICE SERVICES, CITY OF PARKLAND AND BROWARD SHERIFF'S OFFICE, 2015 – INSERT**

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Following is the current agreement for police services between the City of Parkland and the Broward Sheriff's Office, and which was executed in 2015. This appears as an insert to the CPSM report.

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RESOLUTION NO. 2015-90

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF  
PARKLAND, FLORIDA, APPROVING AN AGREEMENT FOR  
POLICE SERVICES BETWEEN THE CITY OF PARKLAND AND  
THE SHERIFF OF BROWARD COUNTY**

**WHEREAS**, on or about March 5, 2004, the City of Parkland ("City") contracted with Broward Sheriff's Office ("BSO") to provide law enforcement services to the City ("Original Agreement"); and

**WHEREAS**, the Original Agreement expired in 2009 but was renewed for an additional five (5) years as permitted under the Original Agreement; and

**WHEREAS**, the Original Agreement terminated on September 30, 2014; and

**WHEREAS**, the City has been operating on a month to month basis with BSO for law enforcement services; and

**WHEREAS**, BSO can created a base contract that BSO is entering into with municipalities that wish to use their services; and

**WHEREAS**, both parties believe that it is in the best interest of the City to enter into attached Agreement;

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF PARKLAND, FLORIDA AS FOLLOWS:**

**SECTION 1.** The above referenced WHEREAS clauses are true and correct and made a part hereof.

**SECTION 2.** That the attached Agreement for Police Services between the Sheriff of Broward County and the City of Parkland is hereby approved by the City of Parkland City Commission and the appropriate City Official is hereby authorized to execute the Agreement.

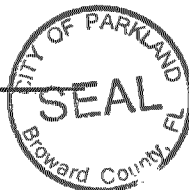
**PASSED AND ADOPTED THIS 12 DAY OF August, 2015.**

**CITY OF PARKLAND, FLORIDA**

  
\_\_\_\_\_  
**MICHAEL UDINE, MAYOR**

**ATTEST:**

  
\_\_\_\_\_  
**JENNIFER JOHNSON, CITY CLERK**



## **AGREEMENT FOR POLICE SERVICES**

THIS AGREEMENT FOR POLICE SERVICES, dated the 2 day of August, 2015, is made by and between the City of Parkland, Florida, (hereinafter referred to as the "CITY") and the Scott J. Israel, as Sheriff of Broward County (hereinafter referred to as "BSO").

### **WITNESSETH:**

**WHEREAS**, the CITY has previously contracted with BSO to provide a high level of professional police protection for the benefit of the citizenry thereof, and

**WHEREAS**, the CITY is desirous of maintaining a high level of competent professional police service in conjunction and harmony with its fiscal policies of sound, economical management, and

**WHEREAS**, the CITY is desirous of maintaining its Charter police power but at the same time wishes to provide for daily police services through contractual agreement, and

**WHEREAS**, BSO has agreed to render to the CITY a high level of professional police services, and the CITY is desirous of contracting for such services upon the terms and conditions hereinafter set forth.

**NOW, THEREFORE**, in consideration of the mutual promises contained herein, and for other good and valuable consideration, the receipt and legal sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. The above recitals are true and correct and incorporated herein by reference.
2. This Agreement is comprised of this document, the Special Terms and Conditions set forth in Exhibit A, which is attached and incorporated herein, and the General Terms and Conditions that are set forth in Exhibit B, which is also attached and incorporated herein.
3. In the event there is a conflict between the General Terms and Conditions and the Special Terms and conditions, the Special Terms and Conditions shall be controlling.

**AGREEMENT FOR POLICE SERVICES BETWEEN THE CITY OF PARKLAND AND SCOTT J. ISRAEL, AS SHERIFF OF BROWARD COUNTY, FLORIDA**

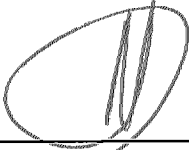
**IN WITNESS HEREOF**, each of the parties hereto have authorized its duly authorized representative to execute this Agreement on the day and date first set forth above.

**BSO:**

SHERIFF OF BROWARD COUNTY

By: Scott J. Israel  
SCOTT J. ISRAEL, Sheriff

Approved as to form and legal sufficiency subject to the execution by the parties:

By:   
RONALD M. GUNZBURGER, General Counsel  
LF

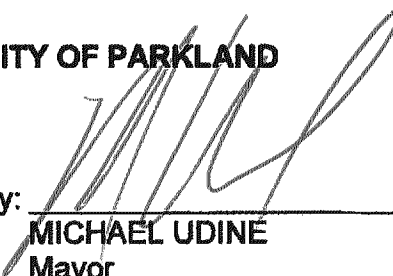
**AGREEMENT FOR POLICE SERVICES BETWEEN THE CITY OF PARKLAND AND  
SCOTT J. ISRAEL, AS SHERIFF OF BROWARD COUNTY, FLORIDA**

**CITY:**

**CITY OF PARKLAND**

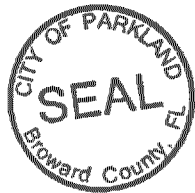
**ATTEST:**

  
\_\_\_\_\_  
**JENNIFER JOHNSON, CMC**  
City Clerk

By:   
\_\_\_\_\_  
**MICHAEL UDINE**  
Mayor

Dated: 8-12-2015


(SEAL)



By:   
\_\_\_\_\_  
**CARYN GARDNER-YOUNG**  
City Manager

Dated: 8-12-2015

Approved as to form and  
Legal sufficiency subject to execution  
by the parties:

  
\_\_\_\_\_  
**ANDREW MAROUDIS**  
City Attorney

**EXHIBIT A**  
**SPECIAL TERMS AND CONDITIONS**

The following Special Terms and Conditions have been agreed upon by and between the CITY and BSO:

<b>CITY:</b>	City of Parkland, FL
<b>EFFECTIVE DATE:</b>	October 1, 2014
<b>FIRST YEAR:</b>	October 1, 2014 – September 30, 2015
<b>TERM:</b>	October 1, 2014 – September 30, 2019
<b>RENEWAL OPTION:</b>	Renewable for one (1) five (5) year term upon the City and BSO agreeing to such renewal and the terms and conditions thereto.
<b>STAFFING STRUCTURE:</b>	<p>District Complement</p> <ul style="list-style-type: none"> <li>1 Captain</li> <li>1 Executive Officer/Lieutenant</li> <li>5 Deputy Sheriff Sergeants</li> <li>22 Deputy Sheriffs</li> <li>3 Deputy Sheriff Detectives</li> <li>5 School Resource Deputies/Deputy Sheriff</li> <li>2 Full-Time Civilian Code Enforcement Officers</li> <li>2 Community Service Aides</li> <li>1 Administrative Specialist</li> <li>42 TOTAL PERSONNEL</li> </ul>
<b>MINIMUM STAFFING:</b>	BSO will assign a minimum of one (1) Patrol Deputy Sheriff to cover each Patrol Zone per shift; however the District Chief shall have the right to temporarily re-deploy such Deputies as needed to meet the law enforcement needs of the CITY during any shift.
<b>SHIFT SCHEDULE</b>	District deputies currently work a twelve hour shift. The length of shift may be altered upon mutual agreement of the Sheriff and City Manager.



CONSIDERATION:	FY 2015- \$6,149,918 FY 2016- \$6,419,683
POLICE SERVICES CENTER ADDRESS:	6650 University Drive Parkland, FL 33067
FACILITIES ADDRESSES:	BSO Office Sub-station at Fire Station 109 11601 W. Hillsboro Blvd Parkland, FL 33067
CODE ENFORCEMENT:	YES
FUEL SITE:	NO
NOTICE CITY ADDRESS:	City Manager Caryn Gardner-Young 6600 University Drive Parkland, FL 33067
Specific Terms:	<p><b><u>Criminal Investigations Unit</u></b></p> <p>A Criminal Investigations Unit shall be maintained to conduct the necessary investigations of criminal activity within the CITY. The District Criminal Investigations Unit is a specialized assignment within the CITY for particular investigations where and as the need for same requires. The Unit shall not operate in the traditional shift structure. The Criminal Investigative Unit shall be comprised of three (3) detectives from the staffing structure described above. The deputies assigned to this Unit shall handle criminal investigations not handled by the central Criminal Investigative Unit.</p> <p><b><u>Crime Prevention Programs</u></b></p> <p>The SHERIFF shall maintain professional crime prevention and related programs that are mutually beneficial and mutually agreeable to the CITY and SHERIFF. Recognizing that the SHERIFF provides</p>

programming to members of the public, and when such programs occur on or make use of properties of the CITY, the SHERIFF shall require all participants in such programs (or their parents/guardians as applicable) to sign releases and hold harmless agreements, in a form acceptable to the City, prior to permitting any individuals to participate in such programming (except for emergencies).

**EOC Representative**

The CITY's Director of Public Works, or designee, shall serve as the CITY's representative at the Broward County Emergency Operations Center (the "EOC"), and shall be properly certified to perform such functions. Upon activation of the EOC and at the City Manager's direction, the Director, or designee, shall go to the EOC to serve as the CITY's representative.

**Lobby Coverage**

The SHERIFF shall staff the Police Services Center lobby Monday – Friday from 8:00 a.m. to 7:00 p.m., excluding holidays. When the lobby is closed, SHERIFF shall operate a telephone call box, located at the exterior of the lobby, with direct connection to the SHERIFF's dispatch center. The call box shall be operated at the sole expense of SHERIFF.

**Special Event Detail**

Coverage for the annual Parkland Dash run, four (4) hour detail of up to 15 deputies, is included in the annual consideration. Any additional deputies or hours will be paid for by CITY.

## **EXHIBIT B**

### **POLICE SERVICES GENERAL CONDITIONS**

#### **1. DEFINITIONS**

The following terms when used in this Agreement, including its preamble and recitals, shall, except where the context otherwise requires, have the following meanings (such meanings to be equally applicable to the singular and plural forms thereof):

- a. Agreement. "Agreement" shall mean this Agreement for Police Services between the CITY and BSO, including all exhibits.
- b. Applicable Laws. "Applicable Laws" shall mean all provisions of constitutions, statutes, laws, rules, ordinances, regulations, charters and orders of governmental bodies or regulatory agencies applicable to the subject matter.
- c. BSO. "BSO" shall mean the duly elected and qualified Sheriff of Broward County, Florida.
- d. CITY. "CITY" shall mean the City that has contracted with BSO for Police Services pursuant to this Agreement and is identified in the Special Terms and Conditions.
- e. CITY Boundaries. "CITY Boundaries" shall mean the area within the municipal boundaries of the CITY, as shown in the Special Terms and Conditions of this Agreement.
- f. City Manager. "City Manager" shall mean the duly appointed and validly existing City Manager of the CITY. In the absence of the City Manager, the Assistant City Manager or person acting in the capacity of City Manager shall have the same authority as that of the City Manager.
- g. Consideration. "Consideration" shall mean the monthly payment and other amounts payable by the CITY hereunder in consideration of the Services performed by BSO, as set forth herein.
- h. District. "District" shall mean (a) the CITY Boundaries, or (b) the Annexed CITY Boundaries on the date the CITY's annexation plan becomes effective after the Florida Legislature approves such annexation plan, provided BSO has received the required notification thereof as set forth herein (c) any additional geographic area to be serviced by the District employees based upon a mutual written agreement of the CITY and BSO.
- i. District Chief. "District Chief" shall mean the individual responsible for supervising all law enforcement employees and law enforcement activities within the CITY. The District Chief shall be the rank of Captain. The District Chief shall serve as the liaison between CITY and BSO.

- j. **District Employees.** "District Employees" shall mean BSO employees permanently assigned to the District who possess the necessary qualifications and experience to provide police and support services.
- k. **Effective Date.** "Effective Date" shall mean the date in which the Agreement is to commence. The Effective Date is set forth in the Special Terms and Conditions of this Agreement.
- l. **Facilities.** "Facilities" shall mean that portion of the Police Services Center which is used by BSO and any additional facilities that are owned by the City and used by BSO on a permanent basis to provide police services. The Facilities are listed in the Special Terms and Conditions of this Agreement.
- m. **Lien.** "Lien" shall mean any lien, security interest, pledge, mortgage, easement, leasehold, assessment, covenant, restriction, reservation, conditional sale, prior assignment, or any other encumbrance, claim, burden or charge of any nature whatsoever.
- n. **Patrol Zone** shall mean the geographic areas within the District, as mutually agreed upon by the District Chief and the City Manager, in which Patrol Deputy Sheriffs are assigned.
- o. **Police Services Center.** "Police Services Center" shall mean the premises owned by the CITY in which the BSO command staff assigned to the CITY maintains their offices. The address of the Police Services Center is set forth in the Special Terms and Conditions of this Agreement.
- p. **Police Services.** "Police Services" shall mean the aggregate of all police related services provided by BSO pursuant to this Agreement.
- q. **Renewal Option.** "Renewal Option" shall mean the time period that the agreement may be extended; the number of extensions and the means to exercise such option, as set forth in the Special Terms and Conditions of this Agreement.
- r. **Term.** "Term" shall mean the length of this Agreement and any extensions thereto.
- s. **Uniformed Deputy.** "Uniformed Deputy" shall mean a uniformed Deputy Sheriff employed by BSO who patrols the District.

2. **STAFFING**

- a. **Structure.** The staffing structure for the District shall be as set forth in the Special Terms and Conditions of this Agreement and may be modified as set forth herein. The Staffing Structure shall not be modified except through a written amendment to this Agreement executed by both the CITY and BSO with the same formalities as set forth herein.

BSO and the CITY shall work cooperatively to establish the proper balance of experience levels for those BSO employees assigned to the CITY.

**b. Deletions and Additions.** The CITY shall have the right to unilaterally delete services upon no less than sixty (60) calendar days prior written notice, and such deletions shall be memorialized in an amendment to this Agreement, and the compensation shall be adjusted accordingly based on actual cost of the service. If, in BSO's opinion, the requested deleted services (i.e. staffing levels) would negatively impact the safety of BSO's employees or the community, the parties shall collaborate to resolve the issue to their mutual satisfaction. The City may add services, as mutually agreed upon by both parties, and such additions shall be memorialized in an amendment to this Agreement, and the compensation shall be adjusted accordingly.

**c. Shift Length.** In the event there is a modification in the length of the hours of shifts, the modification will not occur until the next scheduled shift pick at least sixty (60) calendar days from the date that the Sheriff and City Manager agree upon the modification.

**d. Deployment.** BSO shall have the discretion to deploy District Employees as necessary to meet the goals and objectives of the CITY. The cost of such deployment is included in the yearly consideration.

The District Chief's discretion regarding the deployment of the personnel shall be exercised with the intent of providing the most effective police services to the CITY pursuant to the terms and conditions of this Agreement. The District Chief shall keep the City Manager informed of the deployment of such personnel through weekly staff meetings and as requested by the City Manager. During such meetings, the City Manager and District Chief shall discuss the results of previous deployments, alternative deployment strategies and the benefits and risks associated with each strategy.

BSO's Personnel assigned to the CITY shall only be utilized for appropriate police services within the CITY, except as otherwise authorized in applicable automatic and mutual aid agreements. BSO shall not use District Employees to service any other contracts, clients or obligations of BSO, except as otherwise provided in this Agreement.

**e. Minimum Staffing.** BSO shall provide to the CITY a minimum number of deputy sheriffs to patrol the CITY per day/shift. The minimum number of deputies shall be set forth in the Special Terms and Conditions of this Agreement.

**f. Employment Standards.** BSO shall be responsible for setting employment standards (i.e. hiring, discipline, training) for District Employees consistent with BSO agency standards. BSO is committed to providing the CITY with highly skilled law enforcement personnel to provide police services to the CITY.

**g. Employment Responsibilities.** All District Employees shall be and remain BSO employees, and such employees shall not be considered employees of the CITY for purposes of pension benefits, insurance benefits, civil service benefits, compensation

and/or any status or right. Accordingly, the CITY shall not be called upon to assume any liability for or direct payment of any salaries, wages, or other compensation, contributions to pension funds, insurance premiums, workers' compensation (Chapter 440, Florida Statutes), vacation or compensatory time, sick leave benefits or any other amenities of employment to any District Employee whatsoever, arising out of BSO's employment of such Persons and such Persons' performance of the Services. The CITY and BSO understand and acknowledge that all costs, including the employment related costs, are included in the consideration payable by the CITY to BSO in accordance with this Agreement.

**h. Staffing Review and Modifications.** As part of the CITY's annual budgetary process, BSO shall evaluate the Staffing requirements for the CITY to determine if the current staffing level and composition adequately meets the City's goals and objectives. If BSO believes the staffing requirements need to be adjusted, BSO shall provide staffing recommendations to the City Manager for review. If both parties agree to the recommended staffing changes, this Agreement shall be modified through an amendment executed by both the CITY and BSO with the same formalities as contained herein, which shall reflect the agreed upon staffing change(s) and a compensation adjustment based on actual cost of the staffing change(s).

In addition to the annual review, the District Chief shall have the right to request a staffing adjustment at any time during the year. Upon making such request to the City Manager, the District Chief and City Manager shall meet and discuss the need for such adjustment. If the City Manager and District Chief agree upon the need for the staffing adjustment, a formal amendment shall be prepared and presented to the Sheriff and City Commission for approval and signature.

In the event the CITY and BSO do not agree upon the Staffing Structure adjustments after good faith negotiations and such unresolved adjustments impact the safety of BSO employees or the public, either the CITY or BSO may exercise its rights as set forth herein or by law.

**i. Transfers – BSO's Rights.** BSO shall have the right to transfer any Employee out of the District. The City Manager shall be kept informed of all transfers within five (5) calendar days.

Notwithstanding the above provisions, the transfer of the District Chief shall be governed by specific provisions related to the District Chief as set forth herein.

**j. Transfers – City Right.** Except for the District Chief, which is covered in Section 9 of these General Terms and Conditions, the City Manager shall have the right to request the transfer of BSO personnel out of the CITY, which shall not be arbitrary or capricious. The request must be sent to the District Chief in writing setting forth the name of the employee, employee's rank and the reason for the request (the "Transfer Request"). The Transfer Request must be approved in writing by BSO, however such approval shall not be unreasonably withheld. BSO shall notify the CITY in writing as to whether BSO approves of the Transfer Request within 5 business days of receipt of the Transfer Request. If BSO fails to notify the CITY within 5 business days of the Transfer Request, the Transfer

Request shall be deemed approved. If BSO approves the Transfer Request, the employee shall be transferred out of the District as soon as reasonably possible but in no event more than 30 days after BSO approves the Transfer Request. An employee transferred out of the District at the request of the CITY shall not be reassigned to the CITY without CITY approval.

k. **Transfers – Layoffs.** Notwithstanding anything herein to the contrary, transfers in and out of the District may result from employees exercising seniority rights pursuant to the collective bargaining agreement in the event of layoffs at the Broward Sheriff's Office.

l. **Replacements.** Any Personnel transferred or reassigned out of the CITY shall be replaced within thirty (30) days of the transfer.

m. **Staffing Continuity.** The CITY and BSO recognize the importance of combining the efforts and resources of BSO and the CITY in order to have a positive impact on reducing neighborhood crime, helping to reduce any community fears regarding crime and thus enhancing the quality of life throughout the CITY. It is further recognized that such a collaborative effort requires law enforcement personnel that have intimate knowledge of the community. In furtherance of such objective, BSO shall make every reasonable effort to maintain the continuity of BSO law enforcement personnel assigned to the District, subject to the transfer provisions set forth herein and to develop and implement community policing initiatives.

n. **Education.** The parties acknowledge the importance of the District Employees' knowledge of the general make-up of the CITY and its geographic areas, its industrial, business, and residential composition, its City Code of Ordinances, and its crime problems. BSO shall offer appropriate continuing education to assure that all District Employees are acquainted with the District's general make-up, geographic areas, industrial, business, City's Code of Ordinances and residential composition and its crime trends. Upon enactment, the CITY shall forward to the District Chief a copy of new ordinances for training and enforcement purposes.

### 3. **ASSIGNMENT OF POLICE POWERS**

The CITY does hereby vest in each sworn Deputy Sheriff of BSO the police powers of the CITY which are necessary to implement and carry forth such law enforcement services, for the sole and limited purpose of giving official and lawful status and validity to the performance thereof by such sworn deputies. Each sworn Deputy Sheriff of BSO so empowered hereby and engaged in the performance of the law enforcement services shall be deemed to be a sworn officer of the CITY while performing such law enforcement services. Accordingly, such sworn Deputy Sheriffs of BSO are hereby vested with the power to enforce the ordinances of the CITY, to make arrests incident thereof and to do such other things and to perform such other acts as are necessary with respect thereto.

4. **QUARTERLY GOALS AND OBJECTIVES**

On a quarterly basis (on or about October 1<sup>st</sup> and January 1<sup>st</sup>, April 1st and July 1st) or as requested by the City Manager, the District Chief shall meet with the City Manager to discuss law enforcement activities within the City occurring during the previous three (3) month period. At such meeting, the District Chief shall present the City Manager with information regarding the following:

- a. Calls for service by time of day, geographic location, date and type of call;
- b. Reported incidents, criminal and non-criminal;
- c. Number and types of arrests;
- d. Traffic crashes;
- e. Traffic citations;
- f. Staffing and Transfers;
- g. Vacancy Credits;
- h. Grant Review;
- i. Community Policing Initiatives;
- j. Code Compliance Initiatives;
- k. Response time reports, citizen complaints and their status/disposition;
- l. BSO's Year-To-Date Budget Versus Actual Cost - Line Item Report, which shall include, but not necessarily be limited to, the budgeted amount, expenditures, encumbrances and remaining balance for each line item within the budget. The City Manager may reasonably request documentation necessary to substantiate any of the costs included on such Report; and
- m. Any additional information requested by the City Manager.

Based upon the information presented by the District Chief to the City Manager, the District Chief, in concert with BSO command, and the City Manager shall review the law enforcement goals and objectives of the CITY, the staffing requirements to meet the goals and objectives and the general strategies to achieve such goals and objectives. Thereafter, BSO shall develop and implement operational initiatives to further such goals and objectives.

5. **REPORTS**

BSO shall provide monthly reports to the City Manager that include the following information:

- Monthly Crime Report (FDLE/UCR categories) and year-to-date comparison;
- Monthly calls for service based on Deputies responding (percentage);
- Monthly encumbered times for zone Deputies by day of week; and
- Monthly crime prevention activities (past month and planned current month).

At any time during the term of this Agreement, the City Manager shall have the right to make reasonable modifications to the reporting format(s), reporting content, and reporting period(s).



BSO shall provide to CITY in June of each fiscal year, a report on BSO's performance in light of the established goals and objectives. The format and content of the Annual Report made to the CITY by the District Chief shall be mutually agreed upon by BSO and the City Manager.

BSO shall provide the City with detailed reports indicating budget amounts, year to date expenditures, variances, etc., quarterly or upon request to the District Chief.

6. **CONSIDERATION**

- a. For the period from the Effective Date through the end of the September 30, 2015, the annualized consideration amount and the monthly payment amount for police services shall be as set forth in the Special Terms and Conditions, payable on the 1<sup>st</sup> of each month. Should County requirements for payments remitted by SHERIFF change to the 15<sup>th</sup> of the month then such change shall apply to the CITY as well.
- b. The consideration payable by the CITY for subsequent fiscal years shall be determined by adding the following: The budget will have a summary of major classifications (Personnel Services, Operating Expenses, Capital Outlay, etc.), an estimated average cost per staffing category and any overhead costs that are being considered. The CITY and BSO will negotiate in good faith any adjustments to the Consideration. The parties recognize and acknowledge that time is of the essence in resolving this issue. Therefore, the parties agree that final resolution must be reached on or before June 30<sup>th</sup>.
- c. The consideration payable by the CITY for subsequent fiscal years shall be determined by adding the following:
  1. BSO's budgeted costs for items other than health insurance premiums, workers compensation premiums and pension contributions, not to exceed an annual increase of 5% over the budgeted costs in the preceding year, except that any increase in the cost of (i) the portable radios and auxiliary equipment provided to the CITY under the Regional Interlocal Agreement with Broward County, and (ii) assigned vehicles for the first two years of this Agreement shall not be subject to the annual cap.
  2. BSO's budgeted costs for workers compensation premiums and pension contributions attributable to District Employees, which shall be based upon projected costs. The projected cost of these items shall be supported with third party documentation.
  3. BSO's budgeted costs for health insurance premiums for District Employees, which costs shall be the same for all BSO employees in the same benefit plan whether assigned to the District or not, not to exceed an annual increase of more than 9% over the budgeted costs in the preceding year. The projected costs of these items shall be supported with third party documentation.
- d. BSO shall submit a proposed budget to the CITY on or before the preceding May 1<sup>st</sup>. The budget shall have a summary of major classifications (Personnel Services, Operating

Expenses, Capital Outlay, etc.). At the request of the City Manager, BSO shall provide supporting documentation for the budgeted line items to include the cost to outfit and equip District Employees (i.e. uniforms, computer, patrol vehicle, Taser, etc.).

- e. For purposes of calculating the budget for Personnel Services, the District Employees assigned to the District in February of each year shall be the employees used to calculate the budget for the upcoming fiscal year, which is due to the CITY on or before May 1<sup>st</sup> as set forth above. The annual wages, taxes, pension and health insurance costs associated with each employee shall be determined based upon factors such as contractual wage increases, FICA rates and maximums, pension rates (as dictated by the applicable plan) and proposed health insurance rates. If there are any vacant positions on the payroll period in February, the budgeted cost of the vacant positions for the upcoming fiscal year shall be calculated based upon the average budgeted cost of the BSO's Employee positions within the same job classification.
- f. If BSO and the CITY are able to reach an agreement regarding the consideration, the CITY shall pay BSO the consideration in twelve (12) equal monthly installments, payable on the first of each month.
- g. BSO shall reimburse or provide a credit to the CITY for any payment received from the Broward County School Board for School Resource Deputies.
- h. The CITY and BSO understand and acknowledge that staffing vacancies will occur throughout the term of this Agreement; however it is the intent of both the CITY and BSO to work cooperatively towards reducing vacancies and thus increasing the number of deputies working within the District.
- i. BSO shall provide the CITY with full staffing. The CITY shall be entitled to a credit for any vacancies that occur during the fiscal year. The CITY's entitlement to the vacancy credit shall be calculated at the end of the fiscal year. A vacancy occurs when a deputy or employee is absent from work and such absence results in a salary savings to the BSO. The CITY's credit shall be calculated using the average budgeted cost of BSO Employees within the same job classification for that fiscal year. BSO shall submit a monthly report detailing vacancy days. This report shall be delivered to the City Manager by the twentieth day of the month immediately following the month in which the vacancy occurred.

The credit shall be calculated on a quarterly basis for each fiscal year. For purpose of the last quarter for each fiscal year, vacancies shall be projected for August and September based upon BSO's vacancies during the month of July. In the event the actual vacancy credit for the month of August and September differs from the above projected figures, such difference shall be adjusted in the CITY's November payment.

- j. BSO shall have the right to temporarily fill any vacancy within the CITY, through temporary staffing or overtime, provided that BSO fills the vacancy with an employee with a job classification and rank equivalent to the absent BSO employee. BSO shall educate any temporary staff assigned to the District with respect to the general make-up of the CITY and its geographic areas, its industrial, business and residential composition and its

crime trends. The CITY shall be entitled to a vacancy credit for any vacancy, unless the vacant position is temporarily filled through overtime or temporary staffing and if BSO receives a salary savings.

- k. The parties recognize that the CITY has no right of setoff or to reduce the consideration payable to BSO by amounts in dispute absent a mutual written agreement of the parties.
- l. In the event that the SHERIFF subsequently enters into an agreement, amends the agreement or renews an agreement with a municipality or Broward County for police services (an "Eligible Agreement"), the SHERIFF shall post the Eligible Agreement on the SHERIFF's web site within 10 business days of execution thereof and shall notify the CITY of such posting within 14 business days of the posting. If the CITY reasonably determined that the Eligible Agreement overall includes material terms that are more beneficial than the terms set forth herein (except for terms relating to grant funding designated for a particular municipality or Broward County, which are excluded from this Section), then the CITY shall be entitled to (i) the incremental dollar value of the more beneficial term(s), which shall be calculated in the same manner and methodology as used to calculate the estimated actual costs of the CITY and all other municipalities, or (ii) the terms, services or equipment under the Eligible Agreement, at the City's sole discretion, retroactive to the effective date of the Eligible Agreement. Thereafter, the parties shall proceed under this Agreement in accordance with the more beneficial terms. The Parties acknowledge that the SHERIFF may implement different operational programs and units in different customer jurisdictions based on the operational requirements of such jurisdictions.
- m. In addition to the consideration being paid by the CITY to BSO under this Agreement, and pursuant to the Regional Interlocal Agreement Between Broward County and the CITY Providing for Cooperative Participation in a Regional Public Safety Intranet, the CITY agrees to pay its pro rata share for BSO's mobile and portable radios and auxiliary equipment to the extent allocated for the District, and all needed repairs and replacements thereto in accordance with the Regional Interlocal Agreement.

7. **VEHICLE MARKINGS**

Each patrol vehicle assigned to the District shall prominently display on the vehicle's exterior, "City of Parkland" in three (3) to six (6) inch lettering, in accordance with the BSO standard vehicle markings.

8. **FACILITIES**

The CITY shall provide BSO with a Police Services Center.

The Police Services Center and any other facilities owned by the CITY and used by BSO on a permanent basis are hereinafter collectively referred to as the "Facilities". BSO shall occupy the Facilities and use the furnishings and equipment contained in the Facilities in connection with performing the Police Services within the District, at no additional cost to BSO.

The CITY shall be responsible for major repairs of the Facilities and property (i.e., to include HVAC systems, electrical systems, roof systems and storm damage to the facility and property). CITY shall be responsible for daily custodial services and shall maintain the Facilities in a clean condition, free from debris, normal use excepted. BSO further agrees not to destroy, deface, damage, impair, or remove any part of the Facilities. In the event BSO, its employees, agents, or invitees destroy, deface, damage, impair, or remove any part of the CITY's Facilities, BSO shall be responsible for repairing or replacing such property.

Except as provided in the preceding paragraph, maintenance and repair services for the Facilities shall be supplied by the CITY. CITY agrees to keep the Facilities in good structural repair. CITY shall maintain and keep in good repair the roof, lighting, walls, foundations, sidewalks, ceilings, doors, windows, sprinkler and hot water systems, heating systems, air conditioning systems, plumbing, wiring, electrical fixtures and all other structural components. CITY further agrees to maintain in good repair the parking area and all common areas. CITY shall also make any repairs necessitated by water seepage or by other causes not under BSO's control. CITY shall also make all repairs or changes which may be necessary to make the premises and the use herein contemplated comply with applicable laws, ordinances, orders or regulations of any federal, state, county or municipal authority now or hereafter in effect unless specifically exempted therefrom.

BSO shall pay for all utility costs including, but not limited to, office equipment and supplies, voice and data hardware, software, and connectivity, electric, sewer and water for the Police Services Center.

BSO's personnel shall not conduct personal business at the Facilities. BSO's personnel shall only park personal vehicles in designated parking areas. The Facilities shall only be utilized for appropriate police services within the City, unless otherwise mutually agreed upon by BSO and the City Manager. BSO shall not use the Facilities to service any other contracts, clients or obligations of BSO, except as otherwise provided in this Agreement. The CITY and BSO shall not permit the Facilities provided by the CITY to be utilized for political or campaign purposes by candidates running for public or private office or ballot initiatives.

BSO shall not permit unaccompanied minors in the Facilities.

The CITY shall provide BSO with adequate parking spaces within reasonable proximity to the Police Services Center so as not to hinder BSO's ability to perform its obligations set forth herein.

9. **DISTRICT CHIEF**

BSO shall provide, pursuant to this Agreement, a District Chief. The District Chief shall be assigned full-time to the CITY and shall provide direct supervision of activities at the CITY's Police Services Center and District Employees provided pursuant to this Agreement. The District Chief shall, among other specified duties, act as liaison between BSO and the CITY. BSO's District Chief shall also function as a member of the CITY's staff with regard to law enforcement issues and report to the City Manager in that capacity. The District Chief shall be

responsible for all law enforcement related emergency management duties on behalf of the CITY, and his or her responsibilities, except for his or her responsibilities to BSO, shall be limited to the CITY, as described herein. The CITY and BSO understand and acknowledge that the District Chief is employed by BSO and therefore has certain employment responsibilities to BSO, however such responsibilities shall not substantially interfere with the District Chief's responsibilities as the CITY's District Chief.

The CITY currently has a District Chief. In the event the position of District Chief becomes vacant, the selection of a District Chief shall be in the absolute discretion of the City Manager and shall be initiated by BSO selecting three (3) qualified candidates for the position of District Chief. BSO agrees to make such selections in good faith and in the best interest of the CITY. BSO shall provide the CITY with written notification of the selected candidates and their qualifications within 15 days of the vacancy of the District Chief or within 15 days of the BSO's knowledge that the District Chief position will become vacant, whichever occurs first. Within ten (10) days after the CITY's receipt of such notice, representatives from both BSO and the CITY shall meet to discuss the candidates' qualifications. In the event none of the candidates are acceptable to the City Manager, BSO shall submit the names of three (3) additional candidates for consideration. This process shall continue until such time as the City Manager has selected an individual to serve as the District Chief. The CITY shall have the opportunity to interview each of the candidates. The District Chief position shall be subject to the provisions of this Agreement. During the selection process, BSO shall put in place a temporary Chief until the permanent Chief is selected.

In the event the CITY becomes dissatisfied with the performance of the District Chief, the CITY shall provide notification to BSO. Thereafter, representatives of BSO and the CITY shall meet to discuss possible remedies of the problems experienced by the CITY. BSO agrees to act in good faith in resolving any problems experienced by the CITY. The City Manager may remove the District Chief at any time, without cause. If the City Manager, in his or her sole discretion, with or without cause, still desires that BSO remove the District Chief, BSO shall do so immediately.

BSO, in its sole discretion, shall have the right to remove the District Chief from the CITY at any time for any of the following reasons:

- a. The District Chief is being promoted in rank;
- b. The District Chief is being demoted;
- c. The District Chief is being disciplined;
- d. The District Chief is retiring;
- e. The District Chief submits a request to transfer out of the City;
- f. The District Chief is under investigation by BSO or any other federal, state or local law enforcement agency;
- g. The District Chief's failure to meet documented BSO performance standards and requirements; or
- h. Prior to the removal of the District Chief, the Sheriff meets with the City Manager and notifies the City Manager that the SHERIFF has lost confidence in the District Chief.

The removal of the District Chief from the City for any reason not specified above shall require the prior approval of the City Manager.

10. **FINES, FORFEITURES, REVENUES: PAYMENT**

- a. All law enforcement education funds levied and collected by the Clerk of the Court and earmarked for and forwarded to the CITY pursuant to Florida Statutes, Section 943.25, shall be assigned over to the BSO and used by the District for the law enforcement education purposes authorized in the statute. Apart from such funds and except for the provisions set forth in subsection 10(k) of these General Terms and Conditions, Grant Funds and Miscellaneous Revenues, BSO shall have no claim or right to any other monies or things of value that the CITY receives or may hereinafter receive by way of entitlement programs, grants or otherwise in connection with law enforcement activities.
- b. The CITY and BSO do hereby acknowledge, one to the other, that nothing contained herein shall in anyway be construed to impair the CITY's right to the disposition of fines and forfeitures to which the CITY would be entitled, pursuant to Florida Statutes, Section 316.660 as may be amended from time to time, or as to proceeds and forfeitures arising under the sale or disposition of unclaimed property or under any statutory or common law proceeding to which the CITY would otherwise be entitled, except as limited herein.
- c. The CITY and BSO agree that BSO shall be responsible for determining whether asset forfeiture proceedings for property seized within the CITY through active participation of District personnel shall be initiated, except as otherwise indicated herein. Any state law forfeiture actions filed under Chapter 932, Florida Statutes, for property seized within the CITY through active participation of District personnel shall be initiated and managed by BSO, which shall have sole discretion to determine legal strategy and litigation resolution based upon the best interests of the CITY and BSO.
- d. BSO agrees that any currency seized within the CITY, through active participation of the District's personnel, pursuant to Chapter 932 of the Florida Statutes, and subsequently forfeited solely to BSO, shall be deposited into the City's Law Enforcement Trust Fund established by the CITY, less any costs as described in paragraph 10(h) herein (hereinafter referred to as the "Funds"). The Funds shall be and shall always remain in the ownership of the CITY and BSO shall not have any right to ownership and control of such Funds. During the term of this Agreement, such Funds may be earmarked for the BSO's use within the confines of the City, upon approval of the CITY as follows:
  1. Upon concurrence of the District Chief, with approval of the BSO chain of command, and the City Manager, BSO may apply to the CITY for the use of such Funds, within the boundaries of the CITY, if such application is in compliance with Florida Statutes.
  2. The District Chief shall first submit the request to the BSO's legal counsel for a determination as to whether the request complies with applicable law. If the BSO's legal counsel finds that the request complies with applicable law, the District Chief shall then submit the request, accompanied by a written

certification that the request complies with the provisions of §932.7055(4) Florida Statutes, to the City Manager.

3. If the request and accompanied written certification are acceptable to the City Manager, the City Manager may place the request and written certification on the agenda for the City Commission's consideration.
  4. Upon appropriation, such funds shall be made available to BSO for its designated use within the confines of the City. The City shall transfer ownership of any personal property purchased with the Funds to BSO for exclusive use within the District.
- e. The parties agree that the decision to dispose of or use personal property, other than currency, seized within the CITY through active participation of the District personnel and subsequently forfeited solely to the CITY under Chapter 932, Florida Statutes, shall be in the sole discretion of the CITY.
1. If the CITY decides to use personal property, other than currency, forfeited to the CITY under Chapter 932, Florida Statutes, the City shall reimburse BSO for any costs, as described in paragraph 10(h), below, incurred in the seizure and forfeiture of such property.
  2. BSO shall annually invoice the CITY for all actual costs incurred by BSO in the forfeiture action including, but not limited to, filing fees and advertising costs, and the CITY shall have forty-five (45) calendar days to pay such invoice. BSO shall submit the annual invoice to the CITY on or before September 30<sup>th</sup> of each fiscal year;
  3. Upon concurrence of the District Chief, with approval of the BSO chain of command, and the City Manager, BSO may apply to the CITY to use such personal property either within or outside the CITY, and if approved by the CITY, BSO may use such personal property in accordance with such approval, however BSO shall then be responsible for all costs incurred in the forfeiture of that personal property.
  4. In the event BSO disposes of the property prior to termination of this Agreement, BSO shall allocate the net proceeds from the disposition to the CITY's Law Enforcement Trust Fund.
  5. In the event that this Agreement is terminated and such property is still in use by BSO within or outside the CITY, such property shall be turned over to the CITY.
  6. If the CITY decides to dispose of personal property, other than currency, forfeited to the CITY under Chapter 932, Florida Statutes, proceeds of the sale of such property, less costs as described in paragraph 10(h) herein, shall be deposited in the CITY's Law Enforcement Trust Fund. Proceeds from the sale of property deposited in the CITY's Law Enforcement Trust Fund may be designated for BSO's use within the confines of the City, in the same manner as provided in subsection 10(d) above.



7. If the personal property is approved by the CITY for use by BSO outside of the City boundaries, BSO will promptly notify the City Manager of such use.
- f. BSO agrees to notify the CITY of its intent to initiate forfeiture proceedings involving real property seized solely by District staff, prior to the filing of a Complaint for Forfeiture. The CITY shall notify BSO within five (5) business days of any objections it has related to the impending forfeiture proceeding. In the event, the parties are unable to reach a mutually agreed upon decision, the final decision to proceed shall be made by the CITY. The parties agree that the decision to use or dispose of real property seized within the CITY, through active participation of the District's personnel, and subsequently forfeited solely to the District pursuant to Chapter 932, Florida Statutes, shall be in the absolute and sole discretion of the CITY.
1. If the CITY decides to dispose of such real property, proceeds from the sale of the real property shall be deposited into the CITY's Law Enforcement Trust Fund, less any loans, mortgages, liens, costs (as described in subsection 10(h) herein, below) or any other encumbrance on the property incurred by BSO in the seizure, forfeiture, or sale of such property. Proceeds from the sale of real property deposited in the CITY's Law Enforcement Trust Fund may be designated for BSO's use within the confines of the City, in the same manner as provided in subsection 10(d), above.
  2. If the CITY decides to use such real property, the City shall reimburse BSO for any loans, mortgages, liens, costs (as described in paragraph 10(h), below) or any other encumbrance on the property incurred by BSO in the seizure and forfeiture of such property. However, prior to filing a forfeiture complaint for real property seized within the CITY, BSO's legal staff shall first consult with CITY's legal advisor for authorization to proceed with the forfeiture due to the potential for excessive costs to the CITY from mortgages, liens or other encumbrances on the real property. CITY shall provide BSO with a filing decision on the prospective forfeiture within three (3) working days after obtaining all relevant information from BSO required to adequately evaluate the equity of the seized real property, including, but not limited to, the value of the property and any liens thereon.
    - i. BSO shall invoice the CITY for all actual costs incurred by BSO in the forfeiture action, and the CITY shall have thirty (30) days to pay such invoice;
    - ii. BSO may apply to the CITY to use such real property, and if approved, BSO may use such real property in accordance with such approval.
    - iii. In the event that this Agreement is terminated and such property is still in use by BSO, such property shall be turned over to the CITY.
- g. In the event that real or personal property is seized within the CITY through active participation of District personnel and the active participation of personnel from other law enforcement agencies, and such property is forfeited to multiple law enforcement agencies pursuant to Chapter 932, Florida Statutes, the decision to use or dispose of such property



shall be made by agreement of the participating agencies. If such property is sold, the CITY's share of the proceeds of such sale, less costs (defined in Section 10(h)) incurred in the seizure, forfeiture, and sale of such property, shall be based upon the ratio that the District's personnel's participation bears to the participation of all law enforcement agencies and units that participated in the seizure of the property. The City's share of proceeds from the sale of such property shall be deposited into the CITY's Law Enforcement Trust Fund, and may be earmarked for BSO or CITY's use, in the same manner as provided in subsection 10(d), above.

- h. Any costs incurred in the seizure, forfeiture, or sale of personal or real property seized within the CITY, through active participation of the District personnel and subsequently forfeited shall be reimbursed to BSO from LETF funds, in the following priority:

  - 1. Payment of the balance due on any lien on personal or real property preserved by the court in the forfeiture proceedings.
  - 2. Payment of the cost incurred in connection with the storage, maintenance, security, forfeiture proceeding (i.e. court costs, publication costs) and sale of such property.
- i. BSO shall, on a quarterly basis, supply the CITY with a written report of the above-described fines and forfeitures. The report(s) shall include a description and estimate of value of properties seized under the laws of the State of Florida, whether or not disposition thereof has been adjudicated. Moreover, the report(s) shall be amended, from time to time, by reflecting the ultimate disposition of property described in an earlier report(s), and such amendatory report(s) shall be submitted to the CITY within thirty (30) days of the ultimate adjudication with regard to the seizure of the property.
- j. CITY shall be responsible to meet all reporting requirements for all forfeiture proceeds under federal and state law, and BSO shall provide all necessary information pertaining to same to CITY in a timely manner for such purpose. BSO shall also provide technical assistance to CITY staff if requested with regard to the reporting procedure.
- k. Grant funds and miscellaneous revenues. BSO shall cooperate with the CITY and, to the extent allowable by law, act as the law enforcement agent on behalf of the CITY in the continued application, maintenance, and accounting of grants and entitlements as well as aggressively pursuing additional grant program funds as they become available. The CITY shall make these funds available to the BSO to carryout the intent of the grant program as approved by the granting agency and the CITY. Except as otherwise set forth herein, it is understood by both parties that all revenues currently received by the CITY as a result of law enforcement activities shall continue to be received by the CITY as previously mentioned herein or as may be added in the future. This shall include, but not be limited to, towing fees per the CITY's current agreement.

11. **TOWING**

It is recognized that the CITY may enter into a towing agreement with a local vendor. From time to time, BSO, through its agents or employees, investigates traffic cases and/or fatalities which require stringent custodial procedures where criminal evidence is involved. If the CITY enters into a towing agreement with a local vendor, BSO shall honor the CITY's agreement for tows occurring within the municipal boundaries of the CITY; provided however, that the vendor meets all of BSO's specifications with regards to maintaining criminal evidence in the above described cases; BSO vehicles assigned to the CITY or in need of towing within the CITY are towed by the vendor at no cost to BSO; vendor provides towing and storage services for property with evidentiary/investigative holds at no cost to BSO and the owner; and the vendor lists BSO as an additional insured on insurance policies meeting the specifications of BSO's Risk Administrator. BSO reserves the right to use another vendor to tow if the CITY's vendor fails to comply with the BSO specifications, refuses to tow BSO vehicles as described above at no cost, or fails to list BSO as an additional insured. Further, BSO also reserves the right to continue to use towing services other than those of the CITY's vendor with regards to all confiscations/forfeiture cases occurring within the CITY

12. **INSURANCE**

BSO shall maintain liability and automobile insurance policies in the amounts set forth below:

General Liability	\$1,000,000/\$2,000,000
Automobile Liability	\$1,000,000/\$2,000,000

BSO shall maintain these insurance policies throughout the Term. BSO shall provide the CITY with copies of the insurance policies required hereunder and all renewals thereof. The costs of all these insurance policies shall be the sole obligation of BSO; however the CITY understands and acknowledges that the cost of this coverage is allocated to the CITY through the consideration set forth in the Special Terms and Conditions of this Agreement. BSO may provide the insurance required in this Section through a self insurance program.

The CITY shall during the Term, at its sole cost and expense, maintain appropriate insurance coverage to include General Liability and Fire and Casualty coverage either through a commercial insurance carrier or a self-insurance program of sufficient coverage to protect the CITY and the BSO in the event of claims related to the Facilities or damage/destruction of Facilities.

13. **DEFAULT**

- a. The occurrence of any one or more of the following shall constitute a "Default" by the party causing same (the "Defaulting Party"):
  - 1. Payment. Failure of the Defaulting Party to pay any amount required hereunder, whether for Consideration, taxes, utilities, insurance or any other obligations, within ten

(10) days after such is due hereunder, provided the Defaulting Party is first given written notice with ten (10) calendar days to cure;

2. **Performance of Services.** Failure of BSO to perform the Police Services as required herein at any time during the Term;
  3. **Other Performance.** Failure of the Defaulting Party to perform any other covenant, condition, agreement or provision contained herein (other than the Police Services) or to cure any misrepresentation or breach of any representation or warranty herein within thirty (30) days after receipt by the Defaulting Party of written notice of such failure, misrepresentation or breach;
  4. **Bankruptcy of Defaulting Party.** Commencement of bankruptcy, insolvency, assignment for the benefit of creditors or receivership proceedings in respect of the Defaulting Party; or
  5. **Default.** Failure of the Defaulting Party to perform any covenant, condition, agreement or provision contained in any other agreement or to cure any misrepresentation or breach of any representation or warranty in any other agreement between the parties hereto within any applicable grace period provided in such agreement.
- b. Upon the occurrence and continuance of a Default by the Defaulting Party, the party not in Default (the "Non-Defaulting Party") may, at its option and without any obligation to do so and in addition to any other remedies otherwise set forth in this Agreement, elect any one or more of the following remedies:
1. Terminate this Agreement pursuant to Section 14 herein;
  2. Withhold payment or performance under this Agreement until such time as such Default is cured, provided the performance level does not compromise the safety of the public;
  3. Cure such Default and recover the costs thereof from the Defaulting Party;
  4. Seek injunctive relief to enjoin any act of the Defaulting Party in violation hereof;
  5. Seek specific performance of any covenant or obligation of the Defaulting Party hereunder; or
  6. Pursue any other remedy now or hereafter available under the laws or judicial decisions of the State of Florida.

**14. TERMINATION**

- a. Either party may terminate this Agreement at its discretion either with or without cause, by giving written notice thereof to the other party; provided the other party has no less than ninety (90) days prior written notice of such termination. At the expiration of the ninety (90) day notice period as described in the preceding provision, the transition period as set forth in subsection (c) of this Section 14 shall commence.
- b. In the event of a material breach, either party may provide the other party with written notice of the material breach. The other party shall have thirty (30) days from the date of its receipt of such notification to cure such material breach, except for a material breach of any payment obligation under this Agreement in which case the other party shall have 10 days from the date of receipt of the notice to cure the payment obligation breach. If the material breach is not cured within such time periods, the non-breaching party may terminate this Agreement immediately, subject to the transition period in subsection (c) of this Section 14. Material breaches shall include but are not limited to, failure by the CITY to pay BSO pursuant to the consideration provisions set forth in the Special Terms and Conditions of this Agreement, violations of Governing Standards, local or federal laws, the BSO policies and procedures, or the terms and conditions of this Agreement.
- c. In the event of termination or expiration of this Agreement, the BSO and the CITY shall cooperate in good faith in order to effectuate a smooth and harmonious transition from the BSO to a CITY police department or other provider of police services and to maintain during such period of transition the same high quality of police service as contemplated by this Agreement. In the event of such termination or expiration and in the further event that the CITY is unable to provide for the same level of police protection at the time of such termination or expiration, upon CITY's request the then pending term of this Agreement shall be deemed automatically extended for a period of 24 months or until CITY is capable of rendering such police service, whichever occurs sooner. The consideration to be paid to the BSO during the transition period shall be based upon the actual cost of providing such services during the transition period at the level of staffing determined reasonably necessary by BSO.
- d. **Equipment and Vehicles.** In the event of termination or upon the expiration of this Agreement, the CITY may request to purchase from BSO any piece of equipment, including police vehicles owned by BSO that is directly attributable to or in use by the District at the time of such termination or expiration in connection with the services contemplated herein. The purchase price for such equipment shall be determined by mutual agreement of the parties based on the fair market value of such equipment at the time of the CITY's election to purchase.

Upon termination or expiration of this Agreement, BSO shall return to the CITY, without cost or charge to the CITY all of the items of personal property listed on Exhibit "D" of the original contract for police services or a like kind replacement, which must be of like quality, design, and condition as the property listed on the Exhibit. Any disagreement between the CITY and BSO as to the value or condition of the property to be returned shall be settled by an outside appraisal company agreeable to both parties.

15. **INDEMNIFICATION**

15.1 The CITY and the BSO shall each be separately liable and responsible for the actions of their respective officers, agents and employees in the performance of their respective obligations under this Agreement.

15.2 To the extent permitted by law, the CITY shall indemnify, defend, and hold the BSO, its officials, agents, servants and employees, harmless from any and all liability, actions, causes of action, suits, trespasses, damages, judgments, executions, claims and demands of any kind whatsoever, in law or in Equity, which results from or arises out of the intentional or negligent acts or omissions of the CITY, its employees, agents, or servants and the CITY shall indemnify the SHERIFF, its officials, agents, servants and employees, for damages, judgments, claims, costs, expenses, including reasonable attorney's fees, which the SHERIFF, its officials, agents, servants and employees, might suffer in connection with or as a result of the intentional or negligent acts of the CITY, its employees, agents, or servants. For purposes of this provision, the CITY's employees shall not be deemed agents or servants of the SHERIFF and the SHERIFF's employees shall not be deemed agents or servants of the CITY. The CITY shall at all times be entitled to the benefits of sovereign immunity as provided in Florida Statutes, Section 768.28, and common law. Nothing contained in this Agreement shall be construed as a waiver of sovereign immunity.

15.3 To the extent permitted by law, the SHERIFF shall indemnify, defend, and hold the CITY, its officials, agents, servants and employees, harmless from any and all liability, actions, causes of action, suits, trespasses, damages, judgments, executions, claims and demands of any kind whatsoever, in law or in equity, which results from or arises out of the intentional or negligent acts or omissions of the SHERIFF, its employees, agents, servants and to that extent the SHERIFF shall indemnify the CITY, its officials, agents, servants and employees, for damages, judgments, claims, costs, expenses, including reasonable attorney's fees, which the CITY, its officials, agents, servants and employees, might suffer in connection with or as a result of the intentional or negligent acts of the SHERIFF, its employees, agents, or servants. For purposes of this provision, the CITY's employees shall not be deemed agents or servants of the SHERIFF and the SHERIFF's employees shall not be deemed agents or servants of the CITY. The SHERIFF shall at all times be entitled to the benefits of sovereign immunity as provided in Florida Statutes, Section 768.28, and common law. Nothing contained in this Agreement shall be construed as a waiver of sovereign immunity.

16. **CONTRACTOR RELATIONSHIP**

CITY hereby retains BSO as an independent contractor to provide Police Services for the CITY, subject to the terms and conditions contained herein. As an independent contractor, BSO shall have discretion and operational oversight regarding the manner and means in which Police Services shall be provided to the CITY, unless otherwise provided herein. Notwithstanding BSO's independent contractor status hereunder, BSO and the District Employees shall have the power and authority granted by the CITY pursuant to Section 3 hereof.

17 **NO PARTNERSHIP**

The relationship between the CITY and BSO shall be solely as set forth herein. Neither party shall be deemed the employee, agent, partner or joint venturer of the other, nor have, or represent to have, any authority or capacity to make or alter any agreement on behalf of the other, to legally bind the other, to credit or receive money due on behalf of the other or to do any other thing on behalf of the other, except as specifically set forth herein. Neither the CITY nor BSO shall have or attempt to exercise any control or direction over the methods used by the other to perform its work, duties and obligations under this Agreement except as specifically set forth herein. The respective employees, agents and representatives of each of the CITY and BSO shall remain their own employees, agents or representatives, and shall not be entitled to employment benefits of any kind from the other, except as specifically set forth herein. The CITY and BSO shall assume full responsibility for their own compliance with any and all Applicable Laws.

18. **REPRESENTATIONS AND WARRANTIES OF CITY**

The CITY represents, warrants and covenants to BSO as of the date hereof and throughout the Term the following:

- a. The CITY is and shall remain duly organized, validly existing and in good standing under the laws of the State of Florida, has and shall retain the requisite power and authority to conduct its business, to enter into this Agreement and to perform the terms hereof and by proper action on behalf of the CITY has duly authorized, executed and delivered this Agreement and any and all instruments in connection herewith.
- b. This Agreement has been duly executed and delivered by the CITY and constitutes the valid and legally binding obligation of the CITY enforceable in accordance with its terms, except as limited by bankruptcy, reorganization or similar laws affecting creditors' rights generally.
- c. Neither the execution and delivery of this Agreement, the consummation of the transaction contemplated hereby nor the fulfillment of or compliance with the terms and provisions hereof (a) conflicts with, or result in a material default under or breach of or grounds for termination of, any material agreement or any license, permit or other governmental authorization to which CITY is a party or by which CITY is bound, (b) results in the violation by the CITY of any provision of any Applicable Law applicable to CITY or to which CITY may be subject, (c) violate or conflict with any charter or other document governing the actions of CITY, or (d) require CITY to obtain or make any consent, authorization, approval, registration or filing under Applicable Law or order of any court or governmental agency, board, bureau, body, department, authority or any other person which has not already been obtained. The CITY is not in default with respect to any order, judgment, ordinance, award or decree of any governmental agency or instrumentality affecting this Agreement or the transactions contemplated hereby.

- d. No representation or warranty made by the CITY herein or in any schedule, exhibit or other document executed or delivered in connection herewith when taken as a whole contains any untrue statement of a material fact or omits to state any material fact necessary to make the statements made therein, in light of the circumstances under which they were made, not misleading in any material respect.

19. **REPRESENTATIONS AND WARRANTIES OF BSO**

BSO represents, warrants and covenants as of the date hereof and throughout the term of this Agreement the following:

- a. The Sheriff is the duly elected or appointed, qualified and incumbent Sheriff of Broward County, Florida, has and shall retain the requisite power and authority pursuant to the power so vested in him under Applicable Law to conduct its business, to enter into this Agreement and to perform the terms hereof and by proper action has duly authorized, executed and delivered this Agreement and any and all instruments in connection herewith;
- b. This Agreement has been duly executed and delivered by BSO and constitutes the valid and legally binding obligation of BSO enforceable in accordance with its terms, except as limited by bankruptcy, reorganization or similar laws affecting creditors' rights generally.
- c. Neither the execution and delivery of this Agreement, the consummation of the transaction contemplated hereby nor the fulfillment of or compliance with the terms and provisions hereof (a) conflicts with, or result in a material default under or breach of or grounds for termination of, any material agreement or any license, permit or other governmental authorization to which BSO is a party or by which BSO is bound, (b) result in the violation by BSO of any provision of any Applicable Law applicable to BSO or to which BSO may be subject, (c) violate or conflict with any charter or other document governing the actions of BSO, or (d) require BSO to obtain or make any consent, authorization, approval, registration or filing under Applicable Law or order of any court or governmental agency, board, bureau, body, department, authority or any other person which has not already been obtained. BSO is not in default with respect to any order, judgment, ordinance, award or decree of any governmental agency or instrumentality affecting this Agreement or the transactions contemplated hereby.
- d. BSO has complied and shall comply with all Applicable Laws relating to the performance of the Police Services and the employment of the District Employees.
- e. No representation or warranty made by BSO herein or in any schedule, exhibit or other document executed or delivered in connection herewith when taken as a whole contains any untrue statement of a material fact or omits to state any material fact necessary to make the statements made therein, in light of the circumstances under which they were made, not misleading in any material respect.
- f. The parties recognize that neither party has the right to modify the terms and conditions of this Agreement (i.e. staffing, consideration), unless such modification is mutually agreed

upon through a formal written amendment or authorized in accordance with Section 2(b). Additionally, neither party shall have the right of setoff or the right to reduce its contractual obligation to the other party by amounts in dispute absent a mutual written agreement of the parties, except as otherwise provided herein.

20. **INTERPRETATION**

Except where the context otherwise requires, reference to something in the singular shall include the plural and vice versa. Unless otherwise noted, reference to a party to this Agreement includes that party, and its permitted successors and assigns. Lastly, the captions or headings in this Agreement are for convenience only, and are not meant to limit the scope or intent of the particular provisions.

21. **ACCOUNTING TERMS**

All references in this Agreement to generally accepted accounting principles shall be to such principles as in effect from time to time in the United States of America. All accounting terms used herein without definition shall be used as defined under such generally accepted accounting principles.

22. **CROSS REFERENCES**

Unless otherwise specified, references in this Agreement to any Article or Section are references to such Article or Section of this Agreement, and, unless otherwise specified, references in any Article, Section or definition to any clause are references to such clause of such Article, Section or definition. The words "hereof", "hereby", "hereto", "herein", "hereunder" and the like refer to this Agreement in its entirety.

23. **DRAFTING**

This Agreement shall not be construed more strictly against one party than against the other merely because it may have been prepared by counsel for one of the parties, it being recognized that both parties have contributed substantially and materially to its preparation.

24. **NOTICE**

All notices and other communications under this Agreement shall be in writing and shall be deemed to have been given three (3) business days after deposit in the mail, designated as certified mail, return receipt requested, postage-prepaid, or one (1) business day after being entrusted to a reputable commercial overnight delivery service, or when sent by email or facsimile on a business day addressed to the party to which such notice is directed at its address determined in accordance with this Article with customary confirmation of receipt of such email or facsimile received. All notices and other communications under this Agreement shall be given to the parties hereto at the following addresses:

CITY: See Special Terms and Conditions



BSO: Sheriff Scott J. Israel  
Broward Sheriff's Office  
2601 W. Broward Boulevard  
Fort Lauderdale, FL 33312

Any party hereto may change the address to which notices shall be directed under this Section by giving ten (10) days written notice of such change to the other parties.

25. **NON-ASSIGNABILITY**

Neither party shall assign any of its obligations or benefits imposed hereby or contained herein, except upon the other party's prior written approval.

26. **TIME OF THE ESSENCE**

Time shall be of the essence in the payment and performance of all obligations hereunder. All references herein to this Agreement or the Term shall include the initial Term and any renewal or extension of the Term.

27. **ENTIRE AGREEMENT**

This Agreement, together with any other agreements entered into contemporaneously herewith, constitutes and represents the entire agreement between the parties hereto and supersedes any prior understandings or agreements, written or verbal, between the parties hereto respecting the subject matter herein. This Agreement may be amended, supplemented, modified or discharged only upon an agreement in writing executed by all of the parties hereto. This Agreement shall inure to the benefit of and shall be binding upon the parties hereto and their respective successors and permitted assigns. In the event any provision of this Agreement shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provision hereof.

28. **APPLICABLE LAW**

This Agreement shall be governed by and construed in accordance with the laws of the State of Florida, United States of America, and, unless otherwise agreed to in writing by both parties hereto, venue and jurisdiction shall lie only in Broward County, Florida. Each of CITY and BSO hereby submits to such jurisdiction and venue and waives any defense of inconvenient forum in relation hereto.

29. **WAIVER OF RIGHTS**

CITY and BSO hereby irrevocably waive, to the fullest extent permitted by law, the posting of any bond, surety or other security that might be required of any party in any actions, proceeding or counterclaim, whether at law or equity, brought by either of them. Further,

CITY and BSO hereby irrevocably waive, to the fullest extent permitted by law, trial by jury on any action, proceeding or counterclaim, whether at law or equity, brought by either of them.

30. **SEPARABILITY**

Each and every covenant and agreement herein shall be separate and independent from any other and the breach of any covenant or agreement shall in no way or manner discharge or relieve the performance of any other covenant or agreement. Each and all of the rights and remedies given to the Non-Defaulting Party by this Agreement or by law or equity are cumulative, and the exercise of any such right or remedy by the Non-Defaulting Party shall not impair the Non-Defaulting Party's right to exercise any other right or remedy available to the Non-Defaulting Party under this Agreement or by law or equity.

31. **WAIVER**

No delay in exercising or omission of the right to exercise any right or power by any party hereto shall impair any such right or power, or shall be construed as a waiver of any breach or default or as acquiescence thereto. One or more waivers of any covenant, term or condition of this Agreement by either party shall not be construed by the other party as a waiver of a continuing or subsequent breach of the same covenant, provision or condition. The consent or approval by either party to or of any act of the other party of a nature requiring consent or approval shall not be deemed to waive or render unnecessary consent to or approval of any subsequent similar act. Payment or receipt of a lesser amount than that due hereunder shall not be deemed to be other than on account of the earliest amount due hereunder. Any endorsement or statement on any check or letter accompanying any check shall not be deemed an accord and satisfaction and the receiving party may accept and negotiate such check or payment without prejudice to that party's right to recover the balance of the full amount due or pursue any other remedy available hereunder.

32. **DESCRIPTION OF SERVICES**

BSO shall provide comprehensive law enforcement services within the municipal boundaries of the CITY which includes services (a) customarily rendered by municipal police departments or BSO, and (b) required to be performed under Applicable Laws or City Ordinances, unless the subsequent modification or adoption of an Ordinance or Law results in additional costs to BSO in which case the CITY and BSO shall negotiate in good faith to address the increased costs.

BSO shall not utilize a third party provider for the provision of service referenced in this Agreement unless approved by the CITY in its sole and absolute discretion.

BSO law enforcement services are comprised of direct services, indirect services, special detail services and countywide services, which are defined as follows:

- a. Direct Services – are those services that are provided by the District Employees.

- b. **Indirect Services** – are those BSO-provided Non-District Employee services that are centralized within BSO, but provide benefits throughout Broward County (including the CITY).
- c. **Special Detail Services** – are those services offered by BSO pursuant to §30.2905, Florida Statutes, which authorizes BSO to administer a program that allows public and private entities to contract for the services of sheriff's deputies during off-duty hours.
- d. **Countywide Services** - those services that are funded by Broward County as a countywide service and provided by BSO to any and all Broward County law enforcement agencies (irrespective of whether they have an agreement with BSO) that request such service.

Each of these services is detailed further below.

**DIRECT SERVICES:**

The law enforcement services provided by the District Employees pursuant to this Agreement are as follows:

- a. *Uniformed law enforcement patrol*  
BSO shall provide uniformed law enforcement patrol services for the CITY twenty-four (24) hours per day, seven (7) days a week.

The Patrol Zones may be modified upon mutual written agreement of the District Chief and the City Manager. In order to address the ever-changing law enforcement needs of the City, the District Chief or the Chief's designee shall have the discretion to modify the deployment of BSO staff within those patrol zones.

Deputy Sheriffs shall make every reasonable effort to respond to emergency calls as expeditiously as possible while maintaining safe operations, subject to BSO's response standards and protocols.

- b. *Other Law Enforcement Services*

In addition to uniformed law enforcement patrol service described above, District Employees shall provide the following law enforcement services for the CITY:

1. BSO shall provide public education programs;
2. BSO shall provide law enforcement action (i.e. DUI checkpoints, drug enforcement initiatives) as determined by the District Chief based on trends and statistics within the CITY;
3. The District Chief or designee shall attend and participate at CITY staff meetings, CITY Commission meetings as requested by the City Manager or designee;

4. Upon the request of a homeowners' association, the District Chief or designee shall attend the association's membership meeting;
5. BSO shall provide the CITY with School Resource Deputies consistent with CITY's contractual arrangement with the School Board of Broward County. School Resource Deputies shall report to the District Chief and shall be assigned to schools subject to CITY approval. Any money paid to BSO from the School Board of Broward County for School Resource Deputies assigned to schools within the CITY shall be transferred to the CITY or credited to the CITY; and
6. BSO shall provide the Specific Services, if any, set forth in Exhibit A to this Agreement.

**INDIRECT SERVICES:**

The CITY indirectly receives the benefit of the following services associated with law enforcement by virtue of this Agreement with BSO:

- a) Administration;
- b) Budget;
- c) Central Supply;
- d) Citizen Observer Patrol;
- e) Compensation and Assessment;
- f) Employee Assistance Program;
- g) Employee Benefits;
- h) Information Technology Division;
- i) Equal Employment Opportunity Division;
- j) Evidence;
- k) Department of Community Services (Media Relations, Public Relations and Crime Stoppers);
- l) Finance;
- m) Fleet Control;
- n) Grants Management;
- o) Human Resources;
- p) Institute for Criminal Justice Studies;
- q) Office of the General Counsel;
- r) Labor Relations;
- s) Purchasing;
- t) Records;
- u) Recruitment;
- v) Selection and Assessment;
- w) Victim Services; and
- x) Any other services that meet the definition of Indirect Service as mutually agreed upon by BSO and the CITY.

The costs of indirect services are allocated to this Agreement.

### SPECIAL DETAIL SERVICES

1. BSO shall provide security and traffic detail deputies to support special event activities occurring within the CITY in accordance with the BSO's Special Details Policies and Procedures. BSO shall cooperate with the CITY and follow CITY procedures in the permitting of special events. Special details for which deputies must be dedicated or assigned to an event shall be worked out with the sponsoring agency. Special details for CITY-sponsored events shall be provided based upon the terms set forth in Exhibit A, Special Terms and Conditions.
2. BSO will provide special detail services for CITY sponsored events; however the District Chief, in his/her discretion, will determine whether the services can be provided through the on-duty staff assigned to the District or through a special detail. If in the District Chief's discretion, BSO is able to provide the required level of services with on-duty personnel within the District at the time of the event, the City will incur no additional costs associated with such services; however the CITY understands and acknowledges that the on-duty personnel may be called to an incident during the CITY sponsored event. For those City-Sponsored events in which the District Chief determines that BSO is unable to provide the required level of services with on-duty personnel within the District at the time of the event, BSO will provide the required level of services through a special detail and the CITY will be charged at BSO's special detail rates at the time of the event.

Any and all special details requested by the CITY shall be paid based upon the terms and conditions of the CITY's permit filed with BSO's Special Details Unit.

District Employees shall be offered first choice to work the special details requested by the CITY for a City-sponsored event, unless interested personnel from the District cannot be identified, in which case other BSO personnel may be assigned.

### COUNTYWIDE SERVICES

Unless otherwise agreed or set forth herein and subject to County funding, the following services shall be provided to the CITY by BSO as Countywide Services to the extent that such services would be provided by BSO to any and all other municipalities in Broward County that request such service irrespective of whether or not the CITY has a contract with BSO for such services:

- a) Regional narcotics investigations;
- b) Career criminal investigation;
- c) Multi-agency gang task force operations;
- d) Case filing;
- e) Marine/dive team;
- f) Canine deployment;
- g) SWAT team response;
- h) Major investigations to include homicide, aggravated felonies, abuse and neglect, sex crimes, missing persons, robbery, economic crimes, traffic homicide, bomb and arson,

environmental crimes, auto theft, fugitive apprehension, crime scene technicians and major crime scene technical expertise;

- i) Drug enforcement and money laundering; and
- j) Strategic intelligence functions;
- k) Law enforcement technical support services;
- l) Street crimes enforcement;
- m) Full-service crime lab;
- n) Helicopter patrol and air rescue services;
- o) Prisoner and jail services for municipal ordinance violators;
- p) E-911 (law enforcement dispatch), and subject to the terms and conditions set forth in the E-911 Regional Inter-Local Agreement entered into by the CITY and the County; and
- q) Any other services, excluding those indirect services listed, BSO generally provides to other law enforcement agencies throughout Broward County, whether they have a contract with BSO or not.

The CITY recognizes that the Board of County Commissioners, Broward County, Florida is the authority which establishes, allocates or otherwise provides for BSO's budget year funding. If in any budget year, funding, for any reason, is not provided sufficient to cover BSO's ability to provide the countywide services, as determined by BSO, BSO reserves the right to notify the CITY accordingly in writing. In such an event, the countywide service shall be discontinued, unless the CITY and BSO agree otherwise by a formal written amendment to this Agreement executed with the same formalities as set forth herein.

In the event Broward County does not provide funding for E-911 communications/dispatch services for the CITY, in whole or in part, BSO's obligation to provide such services to the CITY shall cease accordingly, unless the CITY agrees to fund the shortfall in BSO funding.

Should funding from Broward County cease and the E-911 services are not possible, BSO and CITY will execute an amendment to this Agreement in a timely manner, as necessary to formally address any modification to the Parties' respective obligations and funding costs; however the lack of a formally executed amendment will not change the effective date of such modifications, which will occur on the date funding and/or services ceases. Should funding from Broward County not fully fund the E-911 services, then BSO and CITY will execute an amendment to this Agreement in a timely manner, as necessary to formally address any modification to the Parties' respective obligations and funding costs; however the lack of a formally executed amendment will not change the effective date of such modifications, which will occur on the date funding ceases.

BSO shall provide notice to the CITY of any substantive change to the Countywide Services due to Broward County not fully funding the services or equipment as provided for under this section.

#### **ADDITIONAL SERVICES:**

Upon the request of the CITY Manager and subject to BSO's availability of resources, BSO agrees to provide such additional resources at a cost mutually agreed upon by the parties.

## **EXAMPLE OF MONTHLY ACTIVITY REPORT TO CITY OF PARKLAND FROM BSO – INSERT**

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Following is an example of the monthly activity report provided to the City of Parkland by the Broward Sheriff's Office. This report is for November 2018. This appears as an insert to the CPSM report.



**Sheriff Scott Israel**

# **Parkland District November 2018 Monthly**





# BROWARD SHERIFF'S OFFICE

City of Parkland

November 2018

## ANALYSIS

REPORTS / CALLS FOR SERVICE			
Miscellaneous Service	Monthly	Year To Date	
Event Reports	134	1672	
P/C Forms	24	159	
Accident Reports	35	326	
Code Outs	1303	10113	
AOA's	52	594	
On View	0	0	
Alarm	93	996	
Back Ups	0	0	
<b>Total Calls For Service</b>	<b>1641</b>	<b>13860</b>	

TRAFFIC ACTIVITY			
Type of Citations Issued	Monthly	Year To Date	
Criminal	14	81	
DUI	2	10	
Moving Citations	332	3055	
Non-Moving Citations	158	1524	
Parking Citations	0	4	
County Ordinance	0	0	
Warning	259	2201	
City Ordinance	0	0	
<b>Total Citations</b>	<b>506</b>	<b>4674</b>	

ARRESTS			
Type Of Arrest	Monthly	Year To Date	
Felony (Non-Dom. Viol.)	11	72	
Misdemeanor (Non-Dom. Viol.)	13	66	
Domestic Violence (Felony)	0	4	
Domestic Violence (Misd.)	0	11	
NTA	1	21	
Warrant/Capias	1	17	
Traffic	0	3	
DUI	2	8	
<b>TOTAL ARRESTS</b>	<b>24</b>	<b>153</b>	

MISCELLANEOUS			
Type Of Activity	Monthly	Year To Date	
Truants Picked Up	0	0	
Stolen Cars Recovered	4	10	
F.I. Cards	31	384	

\*Source: Data pulled from OSSI and CAD



BROWARD SHERIFF' OFFICE  
PARKLAND DISTRICT  
PART ONE OFFENSES  
NOVEMBER 2018

CASES REPORTED	1701	1702	1703	1704	TOTAL
F/S RECOVERIES (DO NOT TOTAL)					
AGGRAVATED STALKING					
AGGRAVATED ASSAULT					
AGGRAVATED BATTERY					
AUTO THEFT		2	1		3
BURGLARY BUSINESS					
BURGLARY CONVEYANCE	1	1	1	3	6
BURGLARY RESIDENCE				2	2
BURGLARY STRUCTURE					
FORCIBLE SEX					
HOMICIDE					
ROBBERY					
THEFT-GRAND	2		1	2	5
THEFT-PETIT	2		1	1	4
TOTALS	5	3	4	8	20

## Parkland November 2018 Clearances

<b>Case #</b>	<b>Report Date</b>	<b>Clearance Date</b>	<b>Classification</b>	<b>Clear Type</b>	<b>Zone</b>	<b>CCN</b>
17-1711-000650	11/13/2017	11/27/2017	Grand Theft Auto	EXC	1704	11330
17-1811-000844	11/15/2018	11/15/2018	Grand Theft Auto	CBA	1704	11561
17-1811-000032	11/1/2018	11/1/2018	Burg Res	CBA	1704	9723

**DEPUTY LON GARRETT  
TRAFFIC UNIT (17T1)**

**BROWARD SHERIFF'S OFFICE  
PARKLAND DISTRICT  
MONTHLY TRAFFIC STATS**

Date	Work Schedule	Zone(s)	Written Warnings (Moving)	Written Warnings (Non-Moving)	Rad/Laser Citations	Moving Citations (NON-RADAR)	Criminal Citations	Traffic Arrests	Capias Arrests	Crashes	Vehicles Towed	Hours in Court	Total Citations	Misc. Notes
11/1/18	6a-4p	1,2,4	2		10				1				12	10-94/21 in progress
11/5/18	6a-4p	1,3,4	1		7						2		14	Speed post battery change
11/6/18	6a-4p	2,3,4	4		11			1					16	
11/7/18	7a-5p	1,3,4	3		8		1		1				12	
11/8/18	6a-4p	1,2,3	1		3		2		1		2		8	
11/12/18	6a-4p	3,4	2		7		1		1				10	Speed post battery change
11/13/18	6a-4p	1,2,4	1		5		1		1				7	
11/14/18	6a-4p	1,3,4	2		5		2						9	911 hang up A/L
11/15/18													0	A/L A/L 11/19-11/22
11/19/18													0	
11/26/18	6a-4p	1,2,4	1		1			1			3		5	
11/27/18	6a-4p	1,3,4	1		5		1						7	MSD walk out
11/28/18	6a-4p	1,3,4	1		6		2		1				13	
11/29/18	6a-4p	1,2,3,4			1				3				3	10-94 for 10B3/supplement rpt.
													0	
													0	
													0	
													0	
													116	
			18	3	69	12	11	3	0	0	10	0	7	







**DLE / Parkland District 17 – November 2018**  
**Meetings Calendar**

**Parkland District 17**

**Event:** Drug Abuse/Suicide Prevention  
**Location:** MSD High School  
**Day/Date:** Thursday, November 1, 2018  
**Time:** 7:45 a.m.  
**BSO Involvement:** Captain Mulligan and Sgt. Rizza attended

**Event:** Mural Painting  
**Location:** Heron Heights Elementary  
**Day/Date:** Thursday, November 1, 2018  
**Time:** 9:00 a.m.  
**BSO Involvement:** Captain Mulligan attended

**Event:** Drug Abuse/Suicide Prevention / Presentation  
**Location:** MSD High School  
**Day/Date:** Thursday, November 1, 2018  
**Time:** 9:00 a.m.  
**BSO Involvement:** Lt. Heitmann attended

**Event:** City of Parkland Education Advisory Board Meeting  
**Location:** City Hall – Commission Chambers  
**Day/Date:** Tuesday, November 13, 2018  
**Time:** 6:00 p.m.  
**BSO Involvement:** Captain Mulligan and Lt. Heitmann attended

**Event:** City of Parkland In-Service Training  
**Location:** City Hall – Commission Chambers  
**Day/Date:** Wednesday, November 14, 2018  
**Time:** 7:00 a.m.  
**BSO Involvement:** Captain Mulligan Conducted Presentation on "Run-Hide-Fight Program"

**Event:** Marjory Stoneman Douglas (MSD) Parent Night  
**Location:** MSD High School  
**Day/Date:** Wednesday, November 14, 2018  
**Time:** 5:30 p.m.  
**BSO Involvement:** Captain Mulligan, Lt. Heitmann, and Sgt. Rizza attended

**Event:** City Commission Meeting  
**Location:** City Hall  
**Day/Date:** Wednesday, November 14, 2018  
**Time:** 7:00 p.m.  
**BSO Involvement:** Captain Mulligan and Lt. Heitmann attended

**Event:** City of Parkland In-Service Training  
**Location:** City Hall - Commission Chambers  
**Day/Date:** Thursday, November 15, 2018  
**Time:** 3:30 p.m.  
**BSO Involvement:** Captain Mulligan Conducted Presentation on "Run-Hide-Fight Program"

**Event:** City of Parkland Hayride, Hoe Down, and Bonfire  
**Location:** Equestrian Center  
**Day/Date:** Friday, November 16, 2018  
**Time:** 6:00 p.m.  
**BSO Involvement:** Captain Mulligan attended

**Event:** Mira Lago HOA Meeting  
**Location:** Mira Lago Clubhouse  
**Day/Date:** Tuesday, November 27, 2018  
**Time:** 7:00 p.m.  
**BSO Involvement:** Captain Mulligan and Deputy Barone attended

**Event:** City Commission Meeting  
**Location:** City Hall  
**Day/Date:** Wednesday, November 28, 2018  
**Time:** 7:00 p.m.  
**BSO Involvement:** Captain Mulligan and Lt. Heitmann attended





**COMMUNITY SERVICES - JUVENILE UNIT  
SCHOOL RESOURCE OFFICER  
MONTHLY REPORT**

<b>Month</b>	November	<b>Year</b>	2018
<b>School</b>	Marjory Stoneman Douglas High	<b>Principal</b>	Ty Thompson/ Teresa Hall
<b>SRO</b>	Seymour#9985 Davis# 4876 Quigley#15564	<b>Agency</b>	Broward Sheriff's Office

1	Grade Level	HS/PK/K	1	2	3	4	5	6	7	8	9	10	11	12	Total
	S.T.A.R.														
	G.R.E.A.T.														
	NetSmartz														
	Other														
	<b>Grand Total</b>														
2	Mentoring														130
3	Counseling														10
4	Parent Conferences														1
5	Faculty / PTA Meetings														
6	Truancy Enforcement														
7	Training Hours														
8	Home Consent Searches														
9	Baker Acts														
10	Arrests														4
11	Cocaine														
12	Pills														
13	Marijuana														
14	Citations														
15	Knives Confiscated														
16	Firearms Confiscated														
17	Field Interviews														
18	Code Outs														42
19	Reports (Total taken at School – Including non SRO's) Attach CAD Report														16
20	Civil Citation														

**Signatures:**

\_\_\_\_\_ 12/3/18 \_\_\_\_\_  
 Principal/Designee Date

\_\_\_\_\_ 12-3-18 \_\_\_\_\_  
 SRO CCN# Date  
 Sgt. Marco Rizza, #13587

\_\_\_\_\_ 12/5/18 \_\_\_\_\_  
 SRO Sergeant CCN# Date



<b>COMMUNITY SERVICES - JUVENILE UNIT</b>			
<b>SCHOOL RESOURCE OFFICER</b>			
<b>MONTHLY REPORT</b>			
<b>Month</b>	November	<b>Year</b>	2018
<b>School</b>	Westglades Middle	<b>Principal</b>	Matt Bianchi
<b>SRO</b>	H.Levin	<b>Agency</b>	Broward Sheriff's Office

1	Grade Level	HS/PK/K	1	2	3	4	5	6	7	8	9	10	11	12	Total
	S.T.A.R.														
	G.R.E.A.T.														
	NetSmartz														
	Other														
	<b>Grand Total</b>														
<b>2</b>	Mentoring														16
<b>3</b>	Counseling														
<b>4</b>	Parent Conferences														
<b>5</b>	Faculty / PTA Meetings														1
<b>6</b>	Truancy Enforcement														
<b>7</b>	Training Hours														
<b>8</b>	Home Consent Searches														
<b>9</b>	Baker Acts														
<b>10</b>	Arrests														
<b>11</b>	Cocaine														
<b>12</b>	Pills														
<b>13</b>	Marijuana														
<b>14</b>	Citations														
<b>15</b>	Knives Confiscated														
<b>16</b>	Firearms Confiscated														
<b>17</b>	Field Interviews														
<b>18</b>	Code Outs														6
<b>19</b>	Reports (Total taken at School – Including non SRO's) Attach CAD Report														5
<b>20</b>	Civil Citation														

<p><b>Signatures:</b></p> <p>_____ Principal/Designee</p> <p>_____ SRO</p> <p>_____ SRO Sergeant</p>	<p style="text-align: right;">12/3/18 Date</p> <p style="text-align: right;">17614 CCN#</p> <p style="text-align: right;">12/3/18 Date</p> <p style="text-align: right;">12/5/18 Date</p>
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**COMMUNITY SERVICES - JUVENILE UNIT**

**SCHOOL RESOURCE OFFICER**

**MONTHLY REPORT**

**City of Parkland Elementary Schools**

<b>Month</b>	November	<b>Year</b>	2018
<b>School</b>	Heron Heights Elementary		
<b>School</b>	Park Trails Elementary		
<b>School</b>	Riverglades Elementary		
<b>Agency</b>	Broward Sheriff's Office		

1	Grade Level	HS/PK/K	1	2	3	4	5	6	7	8	9	10	11	12	Total
	S.T.A.R.					45									
	G.R.E.A.T.														
	NetSmartz														
	Other														
	<b>Grand Total</b>					45									45
<b>2</b>	Mentoring														36
<b>3</b>	Counseling														2
<b>4</b>	Parent Conferences														4
<b>5</b>	Faculty / PTA Meetings														4
<b>6</b>	Truancy Enforcement														
<b>7</b>	Training Hours														18
<b>8</b>	Home Consent Searches														
<b>9</b>	Baker Acts														
<b>10</b>	Arrests														
<b>11</b>	Cocaine														
<b>12</b>	Pills														
<b>13</b>	Marijuana														
<b>14</b>	Citations														
<b>15</b>	Knives Confiscated														
<b>16</b>	Firearms Confiscated														
<b>17</b>	Field Interviews														
<b>18</b>	Code Outs														5
<b>19</b>	Reports (Total taken at School – Including non SRO's)														3
<b>20</b>	Civil Citation														

# SECTION 5. REVIEW OF LAW ENFORCEMENT DELIVERY OPTIONS

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Here we will discuss alternatives for the delivery of police services for the City of Parkland:

- Establishing a Parkland Police Department.
- Contracting with another municipality.
- Continuing to contract with the Broward Sheriff's Office.

## ESTABLISHING A PARKLAND POLICE DEPARTMENT

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Creating a dedicated municipal police department for the city has significant appeal from the perspective of establishing local control of the police function in the belief that such an agency would bring a higher level of community-oriented policing to the city. We note that the City of Parkland previously had its own police department (Parkland Public Safety Department), which operated from 1968 to 2004, but which was ultimately disbanded due to dissatisfaction with its performance.

There are approximately 18,000 police departments in the United States. Nearly half of these (approximate 46 percent) are comprised of nine or fewer officers. Additionally, approximately 54 percent are comprised of 24 or fewer officers.

Delivery of police services by such a large number of law enforcement agencies is unique in the world. For example, Canada has fewer than 200 police departments (including tribal agencies) and Scotland has one national police force. Critics of the American system suggest that such a large number of police agencies inhibits the transfer of information between departments, add additional cost to delivery of law enforcement services, and preclude the specialization in smaller departments that is routinely found in larger agencies.

To address these concerns, communities around the country have increasingly contracted for police services with neighboring jurisdictions, or more frequently regional law enforcement agencies, typically a Sheriff's department. For example, the Los Angeles County Sheriff's Department provides contract policing to more than 40 cities. The Broward Sheriff's Office has been a leader in the State of Florida in providing contract services, with 14 municipalities now contracting with the department.

### Process for Establishing a Parkland Police Department

The Florida Department of Law Enforcement (FDLE) advises that the process to establish a Parkland Police Department would begin with a Council resolution or ordinance or charter revision establishing the department. The city would then advise FDLE of this action and obtain an FBI originating agency identification (ORI) number. FDLE would then begin the process that would permit the city to begin hiring of police officers. This approval process would take less than one month.

However, the actual creation of the department should be expected to be a one- to two-year proposition. In addition to acquiring significant and costly equipment, the recruiting of sworn officers would be a major task, particularly since police agencies around the country are experiencing a major shortage of police applicants.

*“The Washington Post reported in a December 2018 article: “Nationwide, interest in becoming a police officer is down significantly. In Nashville, job applications dropped from 4,700 in 2010 to 1,900 last year. In Seattle, applications have declined by nearly 50 percent in a department where the starting salary is \$79,000.....*

*And retaining officers once they've joined is getting harder, too. In a PERF (Police Executive Research Forum) survey of nearly 400 police departments, 29 percent of those who left their police job voluntarily had been on the force less than a year, and an additional 40 percent had been on the job less than five years.”*

South Florida, despite being an attractive area of the country to live and work and where salaries for police officers generally fall at the higher end of the range paid nationwide, is not immune to the shortage of police applicants. For example, the Broward County Sheriff's Office currently reports 190 openings and an ongoing retention problem. This is despite an excellent pay schedule for deputies ranging from \$47,483 to \$74,190 in the last collective bargaining agreement, excellent benefits, including health insurance, as well as a take-home vehicle.

Additionally, given that BSO is a large, sophisticated police agency, there are numerous promotional and specialization opportunities for deputies.

Thus, to effectively compete to attract experienced, high-quality police applicants, we would expect that if it established its own police department, Parkland would have to offer a pay and benefits program that would significantly exceed that offered by BSO and other police departments in South Florida.

We would expect that attracting and retaining quality applicants for a Parkland Police Department would be further complicated by the fact that the small size of the potential new agency (approximately 40 officers) would offer limited opportunities for promotion and specialization. Further, the community's low call rate and limited commercial establishments would work against attracting candidates.

In addition to the direct cost in establishing and operating a police department, we would project that there would be significant additional cost within the municipal organization to support a police department. This would include additional staff required in the finance department to process new payroll and benefits, as well as additional capacity in the human resources department to process this significant number of new employees. Further, we would anticipate that the police department would be unionized (no other employee group within the City of Parkland is currently unionized). This would require the additional services of a labor counsel to negotiate the initial collective bargaining agreement as well as to provide ongoing legal advice to address the inevitable issues arising from working under a collective bargaining agreement. We would also anticipate that the City Manager and his/her staff would be required to spend additional time addressing the concerns of this major component of the city's workforce.

We detail below in Cost Estimates our estimates for the fiscal resources needed to create and operate a police department for the City of Parkland. However, we emphasize these are strictly estimates and the costs can vary significantly depending upon the market to recruit quality applicants.

Further, it is difficult to overemphasize the challenges of creating a new police department. Not only is it difficult to attract and retain applicants, but also the recruitment of a Police Chief with experience in creating a new police department would be a challenge. That individual would need to have significant support staff to assist him/her in their efforts to create a working



department. Much of this work would involve writing and implementing policies and procedures necessary to operate a modern agency and which ensure full compliance with applicable laws and which reduce liability to the city.

The liability issue is one that bears close attention in the establishment of a police department. The city would need to obtain the appropriate insurance coverage for liabilities arising out of the operation of the department as well as to obtain worker's compensation insurance for the officers. The addition of a fleet of approximately 50 police vehicles would also require significant changes in the city's vehicle insurance coverage.

Obviously, most of the issues addressed above—recruitment, retention, promotional policies, policies and procedures development, and liability—are eliminated when the city contracts for police services with another entity.

***We recommend that whichever approach the city takes there needs to be one person in the city organization with significant public safety management experience who would serve as the liaison to other public safety entities. Should the city choose to create its own police department, that person would be the Chief of Police. If the city contracts with another organization for police services, then we recommend that the city retain a Public Safety Coordinator / Administrator to perform these duties.***

## Cost Estimates

As with any organization, the policies and culture of an agency dictate staffing, programs, organizational design, and public interaction. This in turn affects the ultimate configuration of the agency as well as associated expenses. This is particularly true with a law enforcement agency. Should the City of Parkland decide to create its own police agency, the policies determined by elected officials will dramatically affect actual costs to operate the agency. So too would the management philosophy of the Chief of Police ultimately selected. Additionally, the decision to either conduct certain activities within the new police department or contract those activities to other entities will affect the ultimate cost of operation.

Our effort here is to provide the city with a broad review of potential expenses required to operate its own police department. We provide projected salaries and benefits to staff and agency comparable to the current staffing of the BSO contingent (Table 5-1). For comparison, we include a table of BSO salary ranges as of the contract that ended in 2018 (Table 5-2). We also provide estimates as to the first-year capital expenditures required to stand up the agency (Table 5-3). Next, we offer a partial list of operations expenses required to support the department (Table 5-4).

**TABLE 5-1: Estimated Parkland Police Department Personal Services Costs, Year 1**

	Salary	Supplement	Incentive	Holiday	OT	Direct Total	FICA	Pension	Insurance	Benefits Total	Total
<b>Administration</b>											
Chief	\$135,000				0	\$135,000	\$10,328	\$33,075	\$20,241	\$63,644	\$198,644
Captain	110,000				0	110,000	8,415	26,950	20,241	55,606	165,606
Adm. Asst.	35,000					35,000	2,678	2,891	20,241	25,810	60,810
Code Enf.	40,000				\$4,000	44,000	3,366	3,634	20,241	27,241	71,241
Code Enf.	40,000				4,000	44,000	3,366	3,634	20,241	27,241	71,241
Prop./Evid. Maint	45,000				6,750	51,750	3,959	4,275	20,241	28,474	80,224
Fac./Equip. Maint.	45,000				6,750	51,750	3,959	4,275	20,241	28,474	80,224
(Personnel: 7)											
<b>Patrol</b>											
Lieutenant	\$94,083		\$1,000	\$1,802	0	\$96,885	\$7,412	\$23,737	\$20,241	\$51,390	\$148,275
Sergeant	72,484		1,000	1,389	\$10,873	85,745	6,560	21,008	20,241	47,808	133,553
Sergeant	72,484		1,000	1,389	10,873	85,745	6,560	21,008	20,241	47,808	133,553
Sergeant	72,484		1,000	1,389	10,873	85,745	6,560	21,008	20,241	47,808	133,553
Sergeant	72,484		1,000	1,389	10,873	85,745	6,560	21,008	20,241	47,808	133,553
Sergeant	72,484		1,000	1,389	10,873	85,745	6,560	21,008	20,241	47,808	133,553
Sergeant	72,484		1,000	1,389	10,873	85,745	6,560	21,008	20,241	47,808	133,553
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652

	Salary	Supplement	Incentive	Holiday	OT	Direct Total	FICA	Pension	Insurance	Benefits Total	Total
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Officer	59,603		1,000	1,142	8,940	70,685	5,407	17,318	20,241	42,966	113,652
Service Aide	35,000		0	670	5,250	40,920	3,130	3,380	20,241	26,751	67,672
Service Aide	35,000		0	670	5,250	40,920	3,130	3,380	20,241	26,751	67,672
(Personnel: 33)											
<b>SRO</b>											
Sergeant	\$72,484	\$2,000	\$1,000	\$1,389	\$10,873	\$87,745	\$6,713	\$21,498	\$20,241	\$48,451	\$136,196
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295



	Salary	Supplement	Incentive	Holiday	OT	Direct Total	FICA	Pension	Insurance	Benefits Total	Total
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
SRO	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
(Personnel: 12)											
<b>Investigations</b>											
Detective	\$59,603	\$2,000	\$1,000	\$1,142	\$8,940	\$72,685	\$5,560	\$17,808	\$20,241	\$43,609	\$116,295
Detective	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
Detective	59,603	2,000	1,000	1,142	8,940	72,685	5,560	17,808	20,241	43,609	116,295
(Personnel: 3)											
<b>Total Personal Services</b>										<b>\$6,304,888</b>	

**TABLE 5-2: BSO Salary Ranges, Contract Ended 2018**

Step	Lieutenant	Sergeant	Deputy
1	\$73,716	\$57,723	\$47,482
2	77,403	61,105	50,260
3	81,272	64,684	53,199
4	85,336	68,474	56,310
5	89,602	72,484	59,603
6	94,083	76,731	63,089
7	98,786	81,229	66,784
8	103,726	85,940	70,657
9	108,912	90,236	74,190
10	114,358		
11	120,076		
12	122,479		

**TABLE 5-3: Estimated First-year Capital Expenses, Parkland Police Department**

	Unit Cost	Total
<b>Marked Patrol Vehicles</b>		
Automobile	\$28,000	\$1,260,000
Light bar	600	27,000
Markings	300	13,500
Push bumper	1,500	67,500
Radio	1,500	67,500
Gun rack	500	22,500
Cage	1,500	67,500
Siren	500	22,500
Vehicle cameras	1,000	45,000
Miscellaneous	1,000	45,000
Computers	1,200	54,000
GPS	100	4,500
<b>Total</b>	<b>\$37,700</b>	<b>\$1,696,500</b>
<b>Unmarked Vehicles</b>		
Automobile	\$28,000	\$140,000
Lights	1,000	5,000
Siren	1,000	5,000
Radio	1,500	7,500
Truck Gun Rack	500	2,500
Miscellaneous	500	2,500
<b>Total</b>	<b>\$32,500</b>	<b>\$162,500</b>
<b>Weapons</b>		
Pistols	\$500	\$22,500
Rifles	1,500	67,500
Shotguns	600	27,000
Tasers	300	13,500
Batons	100	4,500
OC Spray	100	4,500
Handcuffs	100	4,500
Miscellaneous	200	9,000
<b>Total</b>	<b>\$3,400</b>	<b>\$153,000</b>
<b>Personal Equipment</b>		
Shirts	\$120	\$5,400
Trousers	150	6,750
Boots	100	4,500
Utility Belt	150	6,750
Raingear	100	4,500
Hats	100	4,500
Badges	200	9,000

	<b>Unit Cost</b>	<b>Total</b>
Body-worn Camera	200	9,000
Portable Radios	1,000	45,000
Cell Phones	800	36,000
Vests	1,000	45,000
<b>Total</b>	<b>\$3,920</b>	<b>\$176,400</b>
<b>Total Police Items for Capital Expenses, First Year</b>		<b>\$2,188,400</b>

**TABLE 5-4: Estimated Partial First-year Operating Expenses, Parkland Police Department**

<b>Item</b>	<b>Cost</b>
<b>Supplies and Equipment</b>	
Fuel & Oil @20,000 miles/year x 50	\$135,000
Vehicle Maintenance	20,000
Office Supplies	10,000
Training Fees	20,000
Travel Expenses (training)	1,000
Advertising	5,000
Ammunition	30,000
Tools and Small Equipment	15,000
Forensic/Photography Supplies	5,000
Office Supplies	10,000
Books, Periodicals, Etc.	5,000
Copying Supplies	5,000
Misc. Supplies	10,000
Misc. Contracted Services	30,000
Reports and Publications	5,000
Annual Reports & Pub. Rel.	5,000
Property /Evidence Processing	10,000
<b>Total</b>	<b>\$321,000</b>
<b>Recruiting</b>	
Advertising	\$10,000
Testing	10,000
Medical	20,000
Psychological	10,000
Drug Screens	5,000
Physical Performance	5,000
Background Investigations	25,000
<b>Total</b>	<b>\$85,000</b>
<b>Professional Services</b>	
Labor Attorney Fees	TBD
<b>Insurance</b>	
Insurance - Liability	\$90,000
Insurance - Worker's Comp.	285,000
Insurance - Auto	25,000
<b>Total</b>	<b>\$400,000</b>
<b>Information Technology</b>	
Phone/Communications	TBD
Mach. & Equip. Maintenance	TBD
Communication Equip. Maint.	TBD

<b>Item</b>	<b>Cost</b>
Internet Connection	TBD
Phone Land Lines	TBD
Office Computers & Printers	TBD
Video Storage Costs	TBD
BWC / AV Consulting	TBD
Mobile Computer Internet Connect	TBD
Information Technology Consulting	TBD
<b>Total</b>	<b>\$806,000Plus TBD</b>

However, it is impossible to identify at this point many of the operational expenses until there is a clear understanding of cost associated with other expenses, particularly those related to technology-based costs. To help the city better understand potential, but yet unknown, costs we show in Table 5-5 a portion of a budget document for another agency that we have previously studied; it shows the many possible technology costs that must be budgeted. This agency is approximately twice the size of the proposed Parkland Police Department. However, for many line items, the costs are not directly related to the number of police officers employed by the department.

**TABLE 5-5: Example Budget for Police Technology Costs\***

<b>Item</b>	<b>Annual Cost</b>	<b>Purpose</b>
Printer Maintenance - P.C. Supplies - Allocated	\$2,000	Printer Maintenance
Kratos - Camera Repair	3,500	Camera Repair Services
3SI	250	GPS Tracker
Advantech/Feenics – Allocated	19,200	Building Security Cloud System - Including Merge of NPD/Mun Buildings (\$1850/mo)
All Traffic Solutions	1,500	Police Speed Sensor Trailer Software
Apple - Developer Program	100	Apple app for NPD Tips
Citizen Observer - tip411	3,500	Police Department Community Alerting
CI Technologies Inc. – Blueteam	1,100	Police Internal Affairs - Web interface for use of force reports, etc.
CI Technologies Inc. - IA Pro	1,500	Police Internal Affairs - Personnel Investigations
Cellebrite (UFED, UFED Analytics - LinkAnalysis)	5,000	Cell Phone and Computer Forensics Software
Comcast / Verizon Elkton and Otts Chapel (LPR)	1,358	Internet Connection
Comcast / Verizon South College and Welsh Tract (LPR)	1,358	Internet Connection
Comcast / Verizon 134 E Main Street (CPC)	1,800	Internet Connection
Cover Your Assets (CYA)	2,200	Police Overtime Management Software
Covert Track Group Inc (2 GPS Trackers)	1,200	Suspect vehicle tracking device
Esri Small Government ELA - Allocated	5,000	GIS Server, Client, Cloud Licensing
Globalstar	840	Emergency Satellite Phone
Kratos Service for Lenel OnGuard Software	2,000	Police Building Security Services
L3 Mobile Vision Annual Maintenance	13,500	Police Vehicle Dash Camera and Interview Room Cameras, Licenses, Server and Storage
L3 Mobile Vision Camera Repair	25,000	Police Vehicle Dash Camera Maintenance Services
Major Police Supply	2,000 A	LPR Extended Maintenance
ONSSI Camera License Contract - Allocated	4,000	Camera Management and Recording Software
PixController	500	Graffiti Camera Internet Connection
Power DMS (Accreditation Software)	3,200	Police Accreditation Software
Sirchie	660	Bait Car Tracking Software

Item	Annual Cost	Purpose
T-Mobile	480	Police Bait Bike GPS Software
Tyler Technologies Munis Annual Maintenance – Allocated	3,807	Tyler Technologies Munis - Finance and Accounting, Taxes, Permitting, Licenses, Work Order Management
Veripic	2,750	Police Evidence Photo Database and Tracking
Verizon - Cellular/Data - Allocated	39,960	Computer Mobile Internet Connectivity
Vigilant Solutions	10,000	ALPR Data Sharing and Support
VOIP Networks - Cloud9 VOIP Subscription -Allocated	23,382	VOIP Phone System
Canon Financial - Copier Lease - Allocated	13,280	Canon Copier Leases
PD Portal Redesign	25,000	Police Department Portal Redesign and Upgrade
<b>Total</b>	<b>\$220,925</b>	

**Note:** \*This example technology budget is taken from a budget for a police department for which CPSM recently conducted an analysis.

## Services Provided via BSO Contract and County-wide

It is important for the city to fully understand the range of support services currently provided by BSO as part of the current contract. Those services are specifically enumerated in the contract and are again identified below.

### Indirect Services

The city indirectly receives the benefit of the following services associated with law enforcement by virtue of the agreement with BSO:

- Administration.
- Budget.
- Central Supply.
- Citizen Observer Patrol.
- Compensation and Assessment.
- Employee Assistance Program.
- Employee Benefits.
- Information Technology Division.
- Equal Employment Opportunity Division.
- Evidence.
- Department of Community Services (Media Relations, Public Relations and Crime Stoppers).
- Finance.

- Fleet Control.
- Grants Management.
- Human Resources.
- Institute for Criminal Justice Studies.
- Office of the General Counsel.
- Labor Relations.
- Purchasing.
- Records.
- Recruitment.
- Selection and Assessment.
- Victim Services.
- Any other services that meet the definition of Indirect Service as mutually agreed upon by BSO and the city.

Additionally, the city should understand what services the BSO would continue to provide even if the city creates its own department. These too are described in the contract:

### **Countywide Services**

Unless otherwise agreed or set forth herein and subject to county funding, the following services shall be provided to the city by BSO as Countywide Services to the extent that such services would be provided by BSO to any and all other municipalities in Broward County that request such service irrespective of whether or not the city has a contract with BSO for such services:

- Regional narcotics investigations.
- Career criminal investigation.
- Multi-agency gang task force operations.
- Case filing.
- Marine/dive team.
- K-9 Deployment.
- SWAT team response.
- Major investigations to include homicide, aggravated felonies, abuse and neglect, sex crimes, missing persons, robbery, economic crimes, traffic homicide, bomb and arson, environmental crimes, auto theft, fugitive apprehension, crime scene technicians and major crime scene technical expertise; drug enforcement and money laundering.
- Strategic intelligence functions.
- Law enforcement technical support services.
- Street crimes enforcement.
- Full-service crime lab.
- Helicopter patrol and air rescue services.
- Prisoner and jail services for municipal ordinance violators.



- E-911 (law enforcement dispatch), and subject to the terms and conditions set forth in the E-911 Regional Inter-Local Agreement entered into by the city and the county.
- Any other services, excluding those indirect services listed, BSO generally provides to other law enforcement agencies throughout Broward County, whether they have a contract with BSO or not.

## **CONTRACTING WITH ANOTHER MUNICIPALITY**

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The obvious possibility for contracting for police services from another municipality would be with the City of Coral Springs. Coral Springs is contiguous with Parkland, it already provides fire/EMS services to Parkland, and it receives Parkland cell phone 911 calls at its sophisticated 911 PSAP.

In discussion with Coral Springs City Manager Michael Goodrum, he made it clear that Coral Springs was not seeking to take over law enforcement services for Parkland. However, the city would consider doing so if Parkland elected officials wished to pursue this option.

Mr. Goodrum generated a partial cost estimate of the additional officers needed to service the City of Parkland. Included in this estimate are patrol staffing costs only; it does not include civilian personnel, detectives, school resource officers, or any other costs.

Mr. Goodrum advises that Coral Springs would submit a formal proposal for delivery of police services upon authorization of the Coral Springs City Commission and a formal request by the City of Parkland City Commission.

Following is the text of a memo provided by Coral Springs and which outlines projected patrol personnel costs as developed by the City of Coral Springs.

## Memorandum, City of Coral Springs, Florida, Police Department

TO: City Manager Mike Goodrum  
FROM: Chief Clyde Parry  
DATE: April 3, 2019  
SUBJECT: Operational Data Analysis for Staffing Levels by Center for Public Safety Management

After reviewing the Operational Data Analysis for Staffing Levels conducted by the Center for Public Safety Management (CPSM) for the City of Parkland, the following information and projected costs were created. There were several recommendations noted by CPSM in the *Appropriate Staffing* section of the report. The advantages and disadvantages of the 12-hour shift assignments were documented; however, 12 hours was the recommended shift length.

The Coral Springs Police Department (CSPD) has utilized this recommended shift for over ten years and is experienced in dealing with the challenges noted by CPSM. CSPD has also established staggered start times for each shift to address the documented concern of a lack of overlap, which is currently utilized by the BSO/Parkland District. Another recommendation was to create Special Operations Teams in order to better accomplish the goals of the agency. CSPD has previously identified and created a similar scheduling option (Mike Shift) to address the concerns and needs documented in this report.

The following table shows the recommended staffing levels in the CPSM report:

Shift	Squad	Sgt.	PO	Total
Day: 0600x1800	A	1	5	6
Day: 0600x1800	B	1	5	6
Night: 1800x0600	C	1	5	6
Night: 1800x0600	D	1	5	6
SOT1: 1100x2300	E	1	2	3
SOT2: 1100x2300	F	1	2	3
<b>Total</b>		<b>6</b>	<b>24</b>	<b>30</b>

Utilizing the recommended staffing levels, the following cost projections were calculated based on previous additions to staff proposals for CSPD. In order for CSPD to provide law enforcement services for the City of Parkland, officers would need to be hired and trained over an 18- to 24-month period. In addition to personnel additions, all necessary equipment and vehicles would need to be purchased. This is the reason for an increase in projected costs in the first year of the three-year projected cost. Additional discussions would need to take place in order to provide a more accurate and prolonged cost projection due to recurring costs and collective bargaining. These projections are based on current collective bargaining agreements.

## Projected Three-Year Cost per Officer and Total Cost

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>
Full Time Salary	\$60,000.00	\$63,672.00	\$67,569.00
FICA (7.65%)	\$4,590.00	\$4,870.91	\$5,169.03
ICMA (7% or 11%)	\$6,600.00	\$7,003.92	\$7,432.59
Pension (Sworn only)	\$24,050.00	\$24,050.00	\$24,050.00
Disability (\$250)	\$250.00	\$250.00	\$250.00
Health Ins. (\$17,000)	\$17,000.00	\$17,000.00	\$17,000.00
Life Ins. (\$170)	\$170.00	\$170.00	\$170.00
Worker's Comp. (\$2,000)	\$2,000.00	\$2,000.00	\$2,000.00
Average Overtime	\$5,300.00	\$5,300.00	\$5,300.00
Cell Phone	\$100.00	\$100.00	\$100.00
Uniform	\$850.00	\$850.00	\$850.00
Training	\$4,450.00		
Supplies	\$3,625.00		
Marked Patrol Vehicle	\$45,280.00		
Radio & Computer	\$9,600.00		
<b>Total per officer</b>	<b>\$183,865.00</b>	<b>\$125,266.83</b>	<b>\$129,890.62</b>
<b>Total, 24 officers total</b>	<b>\$4,412,760.00</b>	<b>\$3,006,403.87</b>	<b>\$3,117,374.84</b>

## Projected Three-Year Cost per Sergeant and Total Cost

	FY2019	FY2020	FY2021
Full Time Salary	\$97,261.00	\$105,245.00	\$110,241.00
FICA (7.65%)	\$7,440.47	\$8,051.24	\$8,433.44
ICMA (7% or 11%)	\$6,808.27	\$7,367.15	\$7,716.87
Pension (Sworn only)	\$36,670.00	\$36,670.00	\$36,670.00
Disability (\$250)	\$250.00	\$250.00	\$250.00
Health Ins. (\$17,000)	\$17,000.00	\$17,000.00	\$17,000.00
Life Ins. (\$170)	\$170.00	\$170.00	\$170.00
Worker's Comp. (\$2,000)	\$2,000.00	\$2,000.00	\$2,000.00
Average Overtime	\$5,300.00	\$5,300.00	\$5,300.00
Cell Phone	\$600.00	\$600.00	\$600.00
Uniforms	\$850.00	\$850.00	\$850.00
Training	\$4,450.00		
Supplies	\$3,625.00		
Lease Car	\$45,280.00		
Radio & Computer	\$9,600.00		
<b>Total per Sergeant</b>	<b>\$237,304.74</b>	<b>\$183,503.39</b>	<b>\$189,231.31</b>
<b>Total for 6 Sergeants</b>	<b>\$1,423,828.42</b>	<b>\$1,101,020.36</b>	<b>\$1,135,387.84</b>

## Estimated Personnel and Equipment Costs for Initial Three Contract Years

Year 1	\$5,836,588.42
Year 2	\$4,107,424.23
Year 3	\$4,252,762.68

It should be noted that these costs are only for a patrol function. No specialty unit costs, such as a Detective Division or School Resource Officer program are accounted for in this estimate. Parkland does have five public schools requiring a safe school officer. The cost estimates are also based on current collective bargaining agreements, which expire on September 30, 2021.

(END CORAL SPRINGS MEMO)

## RECOMMENDATION: RENEW AGREEMENT WITH BROWARD SHERIFF'S OFFICE

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The City of Parkland is currently in discussions with BSO to renew the current agreement, which expires October 1. In meeting with the new commanders of BSO we were impressed with their apparent understanding of the many challenges facing the agency and their commitment to make significant changes in the way the organization operates.

CPSM believes that, given the available alternatives, and the potential for significant improvement in the performance of BSO (including potential improvement in 911 communications, described in Section 6, below) it is appropriate to renew the agreement with BSO subject to the following provisions.

### Recommendations:

CPSM recommends that this agreement be extended with the following provisions:

- That renewal be for a two-year period only, with the option to extend the agreement at additional three years. This will permit Parkland to determine if the new leadership of BSO is successful in
- That the BSO Strategic Plan for Parkland be incorporated into the agreement by reference.
- That the "Gap Analysis" recommendations identified in the focus group section (Section 1) and the school resource officer section (Section 2) of this report be incorporated by reference.
- That there be a clearly defined methodology to survey the citizens of Parkland on a regular basis as to citizen satisfaction with BSO performance.
- That a Public Safety Administrator or Coordinator position be added to Parkland budget as described earlier in the report.

# SECTION 6. ANALYSIS OF CALLS FOR SERVICE PROCESSING

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As part of the Comprehensive Security Consultant Services contract for the City of Parkland, Florida, the Center for Public Safety Management (CPSM) was asked to analyze and make recommendations to improve the overall emergency communications capability. CPSM conducted an analysis of the routing of emergency and non-emergency calls for service and examined ways to streamline performance and maximize call processing speed and accuracy.

## Situation

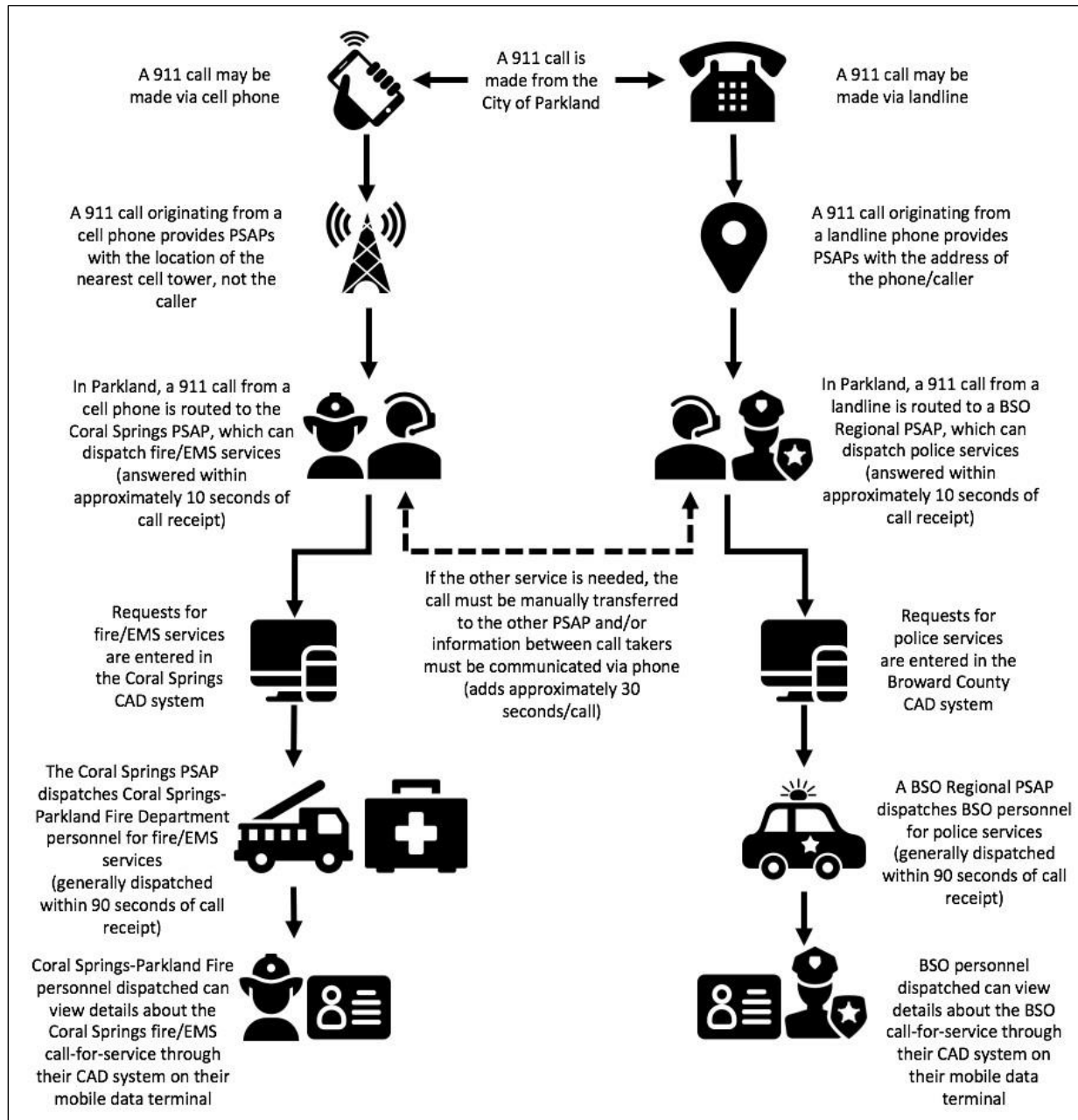
On February 14, 2018, landline 911 calls generated in the City of Parkland were received by the Broward County Sheriff's Office at the Office of Regional Communications and Technology (ORCAT) Public Safety Answering Point (PSAP); these were then processed for dispatch or transferred to the appropriate agency, i.e., one of the incorporated cities within Broward County, including the City of Coral Springs. Wireless calls from the City of Parkland were generally received by the Coral Springs Emergency Communications Center, a separate PSAP from the Broward County ORCAT PSAP.

## Issues

The City of Parkland maintains a contract for fire and emergency medical services with the City of Coral Springs. Law enforcement services are contracted to the Broward County Sheriff's Office. Incidents that require law enforcement, fire, and EMS response result in a two-step process for dispatching. Both wireless and landline single function calls routinely require a two-step process as well, depending on the nature of the call. This bifurcated process increases the risk of losing valuable time, dropping callers who get frustrated, or losing important information that would facilitate a speedy and efficient response. In 2013, Broward County consolidated 911 services by establishing the Office of Regional Communications and Technology (ORCAT). While the vast majority of incorporated cities in Broward County decided to participate in the new system, some notable exceptions, such as Coral Springs and Plantation, opted out.

In addition to the contracts for law enforcement and fire/EMS services in Parkland, the city also divided how E-911 calls are routed to PSAPs. As Figure 6-1 describes, E-911 calls from mobile devices physically located in Parkland are routed to the Coral Springs Emergency Communications Center's PSAP. E-911 calls from landlines located in Parkland are routed to one of the three county PSAPs. The PSAPs are staffed by BSO communications personnel as per an agreement between the county and BSO.

**FIGURE 6-1: Routing of 911 Calls Made in Parkland**



## Challenges

As a result of the February 14, 2018, mass shooting at the Marjory Stoneman Douglas High School, Florida Governor Rick Scott established the Marjory Stoneman Douglas High School Public Safety Commission to examine the events leading up to the tragedy and make recommendations for improving public safety. A critical component of the law enforcement response is the intake of information; processing the information and quickly and efficiently dispatching the appropriate resources. Most calls for emergency services are generated from wireless devices such as cell phones. While Enhanced 911 (E-911) has significantly improved location identification for landline calls, wireless call location identification has not kept pace with today's technology.

### Enhanced 911 (E-911)

*A significant majority (at least 80 percent or more) of the approximately 240 million 911 calls made in the U.S. annually are from wireless devices. Unlike wired phones which are associated with a fixed location or address, 911 calls made via wireless devices are associated with the cell tower closest to the caller's location and are not entirely accurate, which presents challenges for call takers at public safety answering points (PSAPs) nationwide. Enhanced 911 (E-911) is the capability of 911 systems to automatically report the telephone number and location of 911 calls made from wireless devices to the appropriate PSAP.*

*In E-911, phone companies use the automatic number identification (ANI) system to send the caller's phone number to the PSAP. Phone companies use the automatic location identification (ALI) system to identify the address from which the call originates. The ANI/ALI information provides call takers with a more accurate sense of where the caller is located and can expedite the process of dispatching emergency resources.*

*To further facilitate identifying the locations of incoming emergency calls from wireless devices, in 2015, the Federal Communications Commission (FCC) adopted new E-911 rules that require commercial mobile radio service (CMRS) providers to comply with deadlines for implementing a series of indoor location accuracy standards.*

*Sources: NENA, About and FAQ, retrieved from <https://www.nena.org/page/aboutfaq2017>; Federal Communications Commission, 911 and E911 Services, retrieved from <https://www.fcc.gov/general/9-1-1-and-e9-1-1-services>; Federal Communications Commission, Indoor Location Accuracy Benchmarks, retrieved from <https://www.fcc.gov/public-safetyand-homeland-security/policy-and-licensing-division/911-services/general/location-accuracy-indoor-benchmarks>.*

Text-to-911 is the ability to send a text message to reach 911 emergency call takers from a mobile phone or device. However, because text-to-911 is currently only available in certain locations, one should always make a voice call to contact 911 during an emergency whenever possible.

It's important to be aware that voice communication with 9-1-1 services is still the best option when available. Text-to-9-1-1 should be utilized only when voice communication cannot be established or presents a significant safety risk. It is also especially useful to members of the community who are deaf, hard of hearing or speech impaired. The following are some examples of when text-to-9-1-1 may be a better option:

- If in a situation where it is not safe to place a voice call to 9-1-1.



- If experiencing a medical emergency that renders one incapable of speaking.
- If unable to call 9-1-1 due to being in a remote location with limited voice network availability.
- Due to differences in network communications technologies, it is still possible to send/receive text messages when voice communication is unavailable.
- If unable to speak due to injury or physical restraint.

911 dispatchers will process texts with the same priority as voice calls. However, public safety response time may be lengthened due to the time it takes for a text message to be typed and transmitted between a dispatcher and a reporting party. There is no guarantee on the speed of delivery for texts to 911. The location is not as accurate with text as it can be with a voice call.

- Texts to 911 may get a bounce-back if a customer is roaming.
- Wireless customers must have mobile phones that are capable of sending text messages.
- Usual charges will apply to texts made to 911.
- Texts to 911 have the same 160 character limit as other text messages.
- Texts to 911 can get out of order or may not be received at all.
- There is currently no language translation service for texts to 911.

Legacy 911 networks and Public Safety Answering Points (PSAPs) that were originally created to carry and receive voice traffic and a minimal amount of data now must be made ready to support substantial amounts of data, including text messaging, photos, and video provided by the calling public. The deaf and hard of hearing community prefers text messaging to communicate and this community is a driving force to implement an IP-enabled, next-generation 911 (NG911) system.

## IMPROVEMENT PLANS

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CPSM received the following correspondence from the City of Coral Springs Fire Chief regarding emergency communications improvements that have taken place over the past year, along with the plans to integrate the Broward County and Coral Springs CAD systems. CPSM fully supports these important steps and recommends the overall integration of the two CAD systems.

*"Recognizing the communication challenges experienced during the MSDHS response, Broward County officials requested that the National Police Foundation provide an interim report to assist them in addressing the issues and to accelerate the implementation of recommendations. Officials in Broward County have already:*

- *Established a formalized training program for radio use that is being used by law enforcement and fire/EMS personnel. In addition to training, the initiative includes the production and delivery of officer radio usage tips on palm cards and an online training video;*
- *Updated announcements to be used by dispatchers for radio operations during critical incidents;*
- *Begun implementation of the Local Government Radio System to accommodate non-public safety users and construction of the new P25 radio system;*

- Established a procedural agreement directing that when Coral Springs receives a Parkland fire call, once fire services are dispatched, Coral Springs police dispatch will use the district talk group to notify the BSO of the Coral Springs response;
- Provided the Coral Springs Emergency Communications Center immediate access to a BSO radio set on the Parkland channel in their communications center, added ways for the Coral Springs Police Dispatch to monitor a Parkland channel, and programmed the BSO channel into the Coral Springs–Parkland Fire channel; and,
- Programmed the main Coral Springs dispatch channel into the BSO dispatch console, affording direct radio communications and the ability for the BSO to initiate a patch.”

Since February 14, 2018, the Cities of Parkland and Coral Springs, along with the Coral Springs–Parkland Fire Department, Broward Sheriff’s Office, the Coral Springs Police Department, the Broward County Office of Regional Communications and Technology, and Max Schachter have worked together to improve communications and interoperability between agencies in the northwest section of Broward County. Before outlining these improvements, it is important to clarify terminology commonly used when referring to communications and its operations:

- **ORCAT** – The Office of Regional Communications and Technology (a Broward County Agency) is responsible for the communications equipment associated with the regional communications center and updates to the CAD and 911 lines in Broward County for both regional and non-regional PSAPs.
- **BSO** – The Broward Sheriff’s Office provides law enforcement services to the City of Parkland (since 2004), but also provide all communications staffing, operations and training for the Broward County Regional PSAPs.
- **PSAP** – There are three Public Safety Answering Points that are part of the regional system: North in Coconut Creek, Central in Sunrise, and South in Pembroke Pines. Coral Springs operates and staffs its own PSAP for police and fire in Coral Springs, and fire for the City of Parkland. The City of Plantation has its own PSAP as well.
- **CAD** – Computer-Aided Dispatch is a computer system that assists 911 operators and dispatch personnel in handling and prioritizing calls. Information is placed into a computer and sent to police and fire personnel detailing the call for service. It may contain hazards and information about the caller and/or location, including previous calls for service. ORCAT oversees, approves and updates the CAD in the regional PSAPs (not for Coral Springs or Plantation).

As with every critical incident, Police, Fire, EMS, and Communications debrief to discuss and review areas where response was done well, and areas that require additional training, policy changes, and improvement. Since the tragedy at MSD, the following enhancements have been made in the area of communications between the agencies that serve northwest Broward County:

**Interoperability** – There has been much discussion of regionalization, having all dispatch in Broward County under one umbrella of service, or even in one location. It is the position of Coral Springs that, in Broward County, interoperability is a better solution and a practiced method used by public safety nationwide. In the event one system fails, the standing dispatch center may continue operating (if designed in that manner). Interoperability simply means that agencies can communicate with one another via radio and CAD systems. Improvements have been made between ORCAT, BSO, and Coral Springs to ensure effective interoperability.

**Console Update for Patching** – Prior to February 14, 2018, consoles in the North Regional PSAP were not programmed with the Coral Springs main talk-groups for police and fire. This

programming is required to effectively patch agencies together and allow for PSAPs to directly communicate from a console to the different agencies (communications may take place from handheld radios as well). Patching allows radio communication between multiple agencies that are on different talk-groups.

ORCAT has since added the Coral Springs police and fire main talk-groups to the console in the North regional PSAP, ensuring better communication between multiple agencies. Coral Springs Dispatch has BSO's Main talk-group on its console. Although patching is a common practice of interoperability, and usually effective, this has been taken a step further should a patch fail; all Coral Springs Police and Fire Department radios are programmed with the main BSO talk-group (Dispatch 8), so Dispatch, Police, and Fire personnel can instantly communicate directly with the deputies serving the Parkland District, as well as the BSO dispatcher assigned to that channel. The ability to communicate directly with deputies and Dispatch eliminates delays involving call transfers during high-priority calls for service. Currently, when a call for police service is received into the Coral Springs 911 center, Coral Springs dispatch announces the call on the BSO talk-group (Dispatch-8), which alerts BSO Parkland deputies of the incident. The call may still be transferred for further interrogation, but the need for response is immediately communicated to law enforcement and fire, eliminating the delay time of transferred calls.

**Use of Alphanumeric Pagers** – Pagers have been placed in the Coral Springs Dispatch Center and all Fire Rescue/EMS apparatus servicing the northern part of Coral Springs and all of Parkland. These pagers, which are part of ORCAT's infrastructure, alerts communications and fire personnel of all high-priority fire and police calls for service in Parkland initiated in the Regional Communications CAD. Additionally, all BSO deputies assigned to the City of Parkland and Regional Communications are equipped with the pagers, instantly alerting units when a call for service has been entered into the Coral Springs CAD. These alerts allow for Coral Springs and Regional Dispatch to enter calls for service into CAD, before phone transfers take place, eliminating response delays.

**Parkland CAD Monitoring** – The Coral Springs Communications Center now has access to the BSO Parkland CAD status monitor screen for viewing only, which displays all calls for service in the City of Parkland, not just for medical or fire. This screen is monitored by Coral Springs Communications personnel 24/7 to see what other calls may be occurring. Coral Springs personnel cannot enter any data; it is a view-only monitor.

**Personnel and Policies** – Communications personnel are an integral part of emergency response. They review their actions, policies, and training to provide the highest level of service. Since February 14, 2018, the following improvements in training, response, and policies have been made for Coral Springs Communications:

- During high-profile incidents, a dedicated dispatcher is assigned as a relay person, giving information to other PSAPs, via a dedicated dispatch channel. This is exclusively for intelligence sharing purposes.
- Tactical dispatchers are specially trained seasoned communications staff and will assume the responsibility of main channel dispatching for police or fire during high-priority critical incidents.
- Prior to the incident on February 14, 2018, the Coral Springs Communications personnel received training on active shooter incidents. Since then, they have received additional training, which includes communications-specific scenarios.

- *As a policy improvement, the on-duty supervisor is required to immediately contact the police commander on shift during a mass casualty incident outside of Coral Springs who determines police response.*

*During the incident at MSD, the Coral Springs Fire and EMS talk-groups worked very well. Fire channels were effectively patched, allowing efficient communications between mutual aid units. As the Fire Chief for both the Cities of Coral Springs and Parkland, communications is one of my greatest priorities. It is essential to providing the highest level of emergency response.*

*The Cities of Parkland and Coral Springs, along with the Coral Springs-Parkland Fire Department, Broward Sheriff's Office, the Coral Springs Police Department, and the Broward County Office of Regional Communications and Technology, must continue to work together to ensure the highest level of service possible is provided to the communities for which we are responsible.*

*The City of Coral Springs is currently exploring options for making the CADs between the Coral Springs PSAP and the Regional PSAP fully interoperable. The options that have been explored thus far include interfacing the two current CADs together, joining the current regional CAD, or purchasing a new Motorola P1 CAD for the Coral Springs PSAP and then linking the two CADs. We anticipate recommending a solution and having a plan to move forward by the end of the year."*

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CPSM recognizes and supports the aggressive measures taken thus far and the plans to improve emergency communications in the City of Parkland by the Coral Springs Police and Fire Departments, along with the Broward County Sheriff's office and the Broward County Office of Regional Communications and Technology (ORCAT). The collaboration necessary to make immediate changes and to agree on a plan for future integration of CAD systems was done with the best interests of the public at the forefront. All parties to the plan are to be commended for their input and dedication to continuous improvement.

# SECTION 7. SECURITY ASSESSMENT OF CITY FACILITIES

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See the CPSM / BSO Security Assessment Reports