



## Police

### Mission

To provide the highest level of professional police service to our community. We will focus our resources on prevention of crime, by working in partnership with the community, and by addressing the root causes of crime. These efforts will result in maintaining a high level of "Quality of Life and Safety" for our citizens.

### Goals

The Pembroke Pines Police Department is committed to an ongoing partnership with the community, based on communication, cooperation, and trust. This partnership will promote an environment that ensures safety and peace, while treating all persons with respect and dignity. To this end, we value:

**Human Life** – Above all else, we will protect and safeguard human life.

**Integrity** – Dedication to the ethical standards of honesty, humility, fairness, and respect.

**Community Service** – We are committed to public service and the improvement of the quality of life in our City, through community partnerships and mutual accountability.

**Loyalty** – We will be loyal to the community; to the Department and its members; and to the standards of our profession.

**Professionalism** – While leading by example, we are committed to excellence, honor, and valor in the performance of our duties.

**Commitment** – To these principles, to the public, and to the Law Enforcement Code of Ethics.

**Department Motto** – "Commitment to Serve".

**Employees** – Our people are our most valuable resource.

### Objectives

#### ADMINISTRATION BUREAU:

Work in partnership with the community to establish programs fostering mutual trust and respect. These programs are geared toward increasing the safety of the public while reducing the fear of crime.

Conduct internal investigations and maintain records pertaining to allegations of misconduct on the part of

members of the Department.

Develop appropriate training to aid in the reduction of the number of complaints and continue to seek the most qualified applicants for all employment vacancies.

Prepare and manage the departmental budget.

Work to provide safe school campuses.

Maintain and improve the Gang Resistance And Drug Education (GRADE) program where kids can learn about drug abuse, setting goals for themselves, resisting peer pressure, learning how to resolve conflicts, and understanding how gangs impact their lives.

#### OPERATIONS BUREAU:

The Operations Bureau strives to provide a high level of service to the citizens of this City through the protection of life and property, as well as the enforcement of laws and City ordinances. In a combined effort, the Uniform Patrol Division, the Investigations Division, the K-9, Traffic, Bicycle, Dive Team, Honor Guard, and Service Aide Units continue to provide highly effective policing to the community.

The main objectives of the Uniform Patrol Division, supported by the other mentioned units, are to deter crime, enhance public safety, apprehend criminals, and make Officers available for service, as well as establish a positive rapport with the citizens.

The concept of Community Policing is incorporated into the Patrol Services Division's everyday operations. Some examples of these efforts are our Park and Walk Programs, regular assignment of Officers to the same patrol zone, and events sponsored and attended by our various units/personnel.

Increase the percentage of assigned cases cleared by the apprehension of the offender by 2%.

Reduce the availability of narcotics and vice-related activities through the seizure of illegal narcotics and the arrest of narcotics offenders.

Continue to prevent and deter crimes related to youth gang activity.

Identify criminal suspects through the increased utilization of computer-driven data analysis and other electronic investigative tools.



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Locate and identify persons utilizing the internet to prey upon and/or exploit children.

Review investigations of unresolved homicides that have occurred in previous years. "Cold Case" detectives can reevaluate physical evidence for DNA analysis not available at the time of offense.

Process crime scenes and gather all physical evidence to include latent fingerprints. Accurately evaluate the evidence in an effort to identify possible suspects, enhancing case resolution, and clearance.

### Major Functions and Activities

The Pembroke Pines Police Department consists of three Bureaus: A) Operations, B) Investigations, and C) Administration; each dedicated to providing the residents of Pembroke Pines with the finest police services available.

#### A) OPERATIONS BUREAU:

The Operations Bureau which comprises the Patrol function as well as the Investigations function is responsible for the protection of life and property through the enforcement of laws and ordinances. Their duties include: Investigations, Dive Team, Handicap Parking Specialists, Honor Guard, investigation of motor vehicle crashes, K-9 Officers, Police Service Aides, Special Entry Team, Field Force, timely response to calls for service, traffic enforcement, and safety programs.

Patrol personnel are primarily assigned to three shifts:

Alpha 10:00 p.m. - 8:00 a.m.  
Bravo 7:00 a.m. - 5:00 p.m.  
Charlie 3:00 p.m. - 1:00 a.m.

Each shift covers the entire City of Pembroke Pines, which is organized into three patrol areas and is comprised of fifteen patrol zones providing service 24 hours a day, 7 days per week. Each Officer is proactive in his/her patrol assignment. Crime prevention via patrol techniques and interaction with the citizens is imperative. Our "Park and Walk Program" gives the Officers time to interact with residents and merchants, and to learn of their concerns and needs. Officers look for the causes of neighborhood problems rather than just dealing with symptoms.

The Investigations Division is comprised of the following units:

~ GENERAL INVESTIGATIONS UNIT – This Unit identifies and locates through investigation, information, interview interrogations, and scientific analysis methods, those individuals responsible for criminal activity; to recover stolen property for return to the owners; and assists in the successful prosecution of defendants.

~ SPECIAL INVESTIGATIONS UNIT – This Unit obtains information via confidential informants and other means, which identifies locations and persons involved in illegal drug sales. Through surveillance and other covert methods, probable cause is developed, enabling the execution of search warrants. Illegal drugs are then confiscated and arrests are made. Any case requiring complete confidentiality and/or difficult surveillance would be assigned to the Special Investigations Unit. This Unit also participates in Multi-Agency Drug Task Forces comprised of federal, state, and local law enforcement agencies, which investigate large scale drug trafficking and money-laundering organizations.

~ SPECIAL OPERATIONS UNIT - This is a highly flexible plainclothes Unit, deployed based on current/timely crime analysis. This Unit focuses on crimes ranging from graffiti to robberies. The Special Operations Unit also participates in the Multi-Agency Gang Task Force (MAGTF) and as such, monitors and helps to control and prevent gang activity within the community. Auto Theft Detectives are also assigned to the Special Operations Unit with their primary duties being auto theft prevention and the apprehension of persons responsible for auto theft.

~ CHILD ABUSE/SEX CRIMES UNIT – This Unit investigates crimes committed by juvenile offenders, and crimes committed against juveniles and the elderly, such as neglect and/or sexual offenses. They also participate in the Law Enforcement Against Child Harm Task Force (LEACH). This multi-agency task force conducts intensive and proactive criminal investigations regarding the exploitation of children via computers/technology and the Internet.

~ CRIME SCENE UNIT – This Unit processes crime scenes, collects and stores evidence, and matches latent fingerprints to persons in order to identify suspects.

~ ECONOMIC CRIMES UNIT - This unit is responsible for investigating fraudulent schemes, individual acts of fraud, identity theft, and internet crimes. This is a rapidly expanding area of criminal activity that impacts victims, who may be individuals or international corporations, in many ways such as theft of accounts, mortgage fraud, fraudulent checks,



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and credit card fraud. The elderly are often victims of these types of fraud through various schemes such as bait and switch, ponzi, etc.

~ CRIMES AGAINST PERSONS UNIT – This unit investigates deaths, assaults, and is responsible for cold homicide cases.

~ ANTI-TERRORISM UNIT – This unit works in conjunction with other law enforcement agencies to gather and exchange information and intelligence and increase awareness of suspected terrorist activities.

### B) ADMINISTRATION BUREAU:

The Administration Bureau provides law enforcement and support functions for the Department. Additionally, they conduct various community policing events to increase understanding between the citizens and the Police Department. This Bureau is composed of two Divisions: Professional Standards and Support Services.

#### 1. - Professional Standards Division:

~ PLANNING AND RESEARCH UNIT - This Unit conducts research regarding state laws, General Orders and Standard Operating Procedures; prepares new/revised General Orders and Standard Operating Procedures; and manages all grants and grant applications.

~ ACCOUNTING / FINANCE UNIT - Given the growth and complexity of the financial and procurement processes, this Unit was created and staffed to ensure adherence to financial procedures and purchasing guidelines.

~ SELECTIONS UNIT – This Unit is responsible for recruitment, oral boards, polygraphs, psychological examinations, background investigations, and the presentation of candidates for review by Command Staff. This Unit is also responsible for scheduling all Department personnel.

~ PROFESSIONAL STANDARDS UNIT – This Unit initiates, conducts, and monitors investigations concerning allegations of Officer misconduct. They also conduct staff inspections and audits.

~ PAYROLL UNIT – Keeps records of all time worked, including subpoenas, standby, and absences, and submits appropriate paperwork for a biweekly payroll for all Police Department employees.

~ TRAINING UNIT – Conducts in-house training, coordinates employee training at other agencies / institutions, manages and conducts firearms and self-

defense training at the Pembroke Pines Firearms Training Center. This Unit also hosts training for other agencies.

~ OFFICE OF THE QUARTERMASTER – This unit handles all procurement and conducts responsible bidding for all purchases in accordance with the City's purchasing policy. The Unit is also responsible for fleet maintenance and repairs of all departmentally owned equipment and buildings.

~ OFFICE OF EMERGENCY MANAGEMENT – Acting as a designee directly of the Chief of Police (Pembroke Pines Emergency Manager), this Unit handles all planning and preparedness for the Police Department and coordinates all projects, training, and preparedness for the various Departments in the City as it relates to Emergency Management.

#### 2. - Support Services Division:

~ COMMUNITY AFFAIRS UNIT - This Unit conducts follow-up investigations and identifies specific crimes or disorder issues, which they resolve through enforcement action. The Unit coordinates community affairs to promote better understanding between the Police Department and the community. They conduct crime prevention presentations for homeowners and businesses, and coordinate reoccurring Police Department events such as Citizens Police Academy, National Night Out, Open House, Hurricane Preparedness, Community Emergency Response Team (CERT), and Child Safety Programs. This Unit is directly responsible for addressing "Quality of Life" issues at all levels within the community.

~ POLICE ATHLETIC LEAGUE (PAL) UNIT - PAL offers sports events and training classes for young people within the City. The program has targeted weekend, afternoon, and evening events with other PAL organizations.

~ POLICE EXPLORER PROGRAM UNIT - The Police Explorer Program is committed to educating youths about a career in law enforcement. Participants attend an Explorer Academy where they learn about police procedures and participate in a ride-along program with Officers on patrol.

~ SCHOOL RESOURCE UNIT – At least one Police Officer is assigned to each middle and high school in the City. These Officers provide campus security and mentoring to the thousands of middle and high school students in the City.

~ VICTIM ADVOCATE UNIT - Provides assistance to victims/witnesses by referring them to appropriate



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governmental or non-profit service providers for counseling, medical attention, compensation programs, and emergency financial assistance. The Victim Advocate also provides support and assistance to victims in applying for an injunction for protection and court appearances.

**INFORMATION / COMMUNICATIONS UNIT** - This highly interactive function is staffed 24 hours per day by Communications Specialists to facilitate and direct information requests from both the general public and the various Police components. In addition to monitoring on-going Police field operations, the Information/Help Center facilitates teletype requests and acts as a link to the Broward County Sheriff's Office. It is an Informational Control Center handling both incoming requests and outgoing communications.

~ **PROPERTY AND EVIDENCE UNIT** - Responsible for storing, tracking, and maintaining the custody and integrity of evidence and found property. When appropriate, they dispose of all unneeded property and/or evidence submitted to the Property and Evidence Unit.

~ **RECORDS UNIT** - Maintains all written police reports, submits Uniform Crime Report statistics to the Florida Department of Law Enforcement (FDLE), furnishes copies of reports to the public, and prepares arrest case files for submission to the State Attorney's Office.

~ **VOLUNTEER UNIT** - Coordinates the sundry activities of over seventy citizen volunteers in a myriad of police-related tasks.

~ **COMMUNITY SERVICES UNIT** - The purpose of this Unit is to ensure proper communication among agency personnel dealing with youth in our community.

~ **CASE FILING UNIT** - Responsible for reviewing all arrests and presenting them to the Broward County State Attorney's Office for prosecution.

~ **COMPUTER SERVICES UNIT** - Provides technical and programming support. Also coordinates with the Information Technology Department in providing service needs, equipment, and additional support, as well as affecting changes in the computer system through coordination with the Department's contract vendors.

~ **COURT LIAISON UNIT** - Coordinates, records, and processes all traffic and parking citations, as well as processes all incoming court subpoenas.

~ **CRIME ANALYSIS UNIT** - Conducts technical

research and analysis of confidential data and investigative information for dissemination to operational and investigative endeavors.

### Budget Highlights

Purchase two unmarked vehicles to be used by our highly proactive Crime Suppression Team. These vehicles will be purchased from our FDLE Confiscated Fund. This fund consists of proceeds that were seized as a result of criminal investigations. Under Asset Forfeiture Laws, law enforcement agencies may use these funds to obtain equipment for law enforcement needs.

Enter into a joint appropriation and shared use agreement for an armored rescue vehicle with the City of Miramar Police Department. This vehicle will be utilized when needed by both agencies' Special Response Team (SRT)/Special Weapons And Tactics (SWAT) Teams for the rescue of citizens, personnel, and the delivery of emergency action teams in dangerous situations. Due to our close proximity with the City of Miramar, this partnership will allow both Cities to benefit from the purchase of this vehicle while reducing the overall costs for each police agency. This vehicle will be purchased using funds awarded from the Urban Area Security Initiative (UASI) 2009 Federal Grant.

In April 2010, the Police Department was awarded a \$20,000 grant from the Florida Department of Transportation to institute an aggressive "Safety Belt Enforcement Program." In 2007, Statewide statistics showed that 1,972 people were killed in vehicles equipped with seatbelts, and that 61% (1,201) of these people killed were not wearing their seatbelts. These accident numbers continue to increase each year which, if not addressed, will continue to result in accidents involving serious bodily injury or death. The Pembroke Pines Police Department is committed to reducing and eliminating these accidents by accepting this grant and instituting a "Zero-Tolerance" enforcement program which will target drivers not wearing their seatbelts. The City will also partner with local resources such as Community Traffic Safety Teams and the Florida Law Enforcement Liaison Local Area Networks, community organizations, and local media outlets. The City will also participate in all statewide public awareness and enforcement campaigns and law enforcement challenges (Click It or Ticket It) sponsored by the Florida Department of Transportation (FDOT) Safety Office.

A second full-time officer will be added to the Crime Suppression Team (CST). This will make CST more effective at impacting specific problems throughout



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the community. Their directed patrols will focus on issues that require a proactive police presence. This will allow the patrol officers to devote their time to traditional patrolling and answering calls for service. Patrol officers are typically operating in a reactive mode due to heavy call volume during peak crime hours making it challenging to address specific problems. The goal is to eventually have a multi-officer Crime Suppression Team operating within the City.

### 2009-10 Accomplishments

The Operation Bureau initiated a comprehensive electronic reporting system for crash and citation reporting. This system greatly enhanced the efficiency of crash reporting while eliminating the reporting errors that occur with the current paper reports. The program eliminated the manual entry of data, which is now transmitted electronically, making it available for immediate access for statistical analysis. It also decreased the amount of time an officer spends handling crash investigations and placed them back in service to address other issues.

In 2009, the Operations Bureau affected 292 DUI arrests, compared to 186 in 2008, which is a 57% increase. The DUI task force, staffed by two full-time enforcement officers, was responsible for 181 of those arrests. Aggressive and consistent traffic enforcement continues to be a point of focus, in an effort to reduce the number of speeders and eliminate traffic crashes resulting in serious bodily injury or death. There were only 7 traffic fatalities in 2009, compared to 13 in 2008.

The Crime Suppression Team has also been assigned to a full time status, allowing its officers to devote 100% of their time addressing quality of life issues, related to street level crimes occurring throughout the City. The Crime Suppression Team also supplements the Patrol Division by responding to targeted high crime areas, allowing the Patrol Officers to spend more time actively patrolling their assigned areas and responding to calls for service. The Crime Suppression Team added an additional officer to full-time status.

The Citizens Police Academy (CPA) will be graduating with over 50 attendees having enrolled in the program. The CPA has continued to be a very popular community outreach program with our citizens and attracts a very diverse group of individuals. Each class has grown in number from the previous to the point that our current venue is filled to capacity. This program while very popular with the community is an essential communication tool for our agency providing

a direct link to the people we serve.

Fifteen Patrol Parking Enforcement Specialist (PES) have since graduated. These highly committed citizens patrol our streets and while acting as another set of eyes and ears for our emergency services also enforce our Handicapped and Fire Lane parking violations. Our Parking Enforcement Specialists have issued close to 2,000 citations since the inception of the program.

Finally, our False Alarm Ordinance has been drafted, approved, and a vendor has been selected to begin this new and valuable program. This ordinance will have several beneficial effects. It will decrease the amount of false alarms received by Police Officers thus freeing them up for other priorities. The amount of false alarms caused by faulty equipment and practices will also decrease dramatically. This in turn will provide a safer working environment for emergency response services as well as regain a tremendous amount of lost patrol time.

## Police Performance Measures

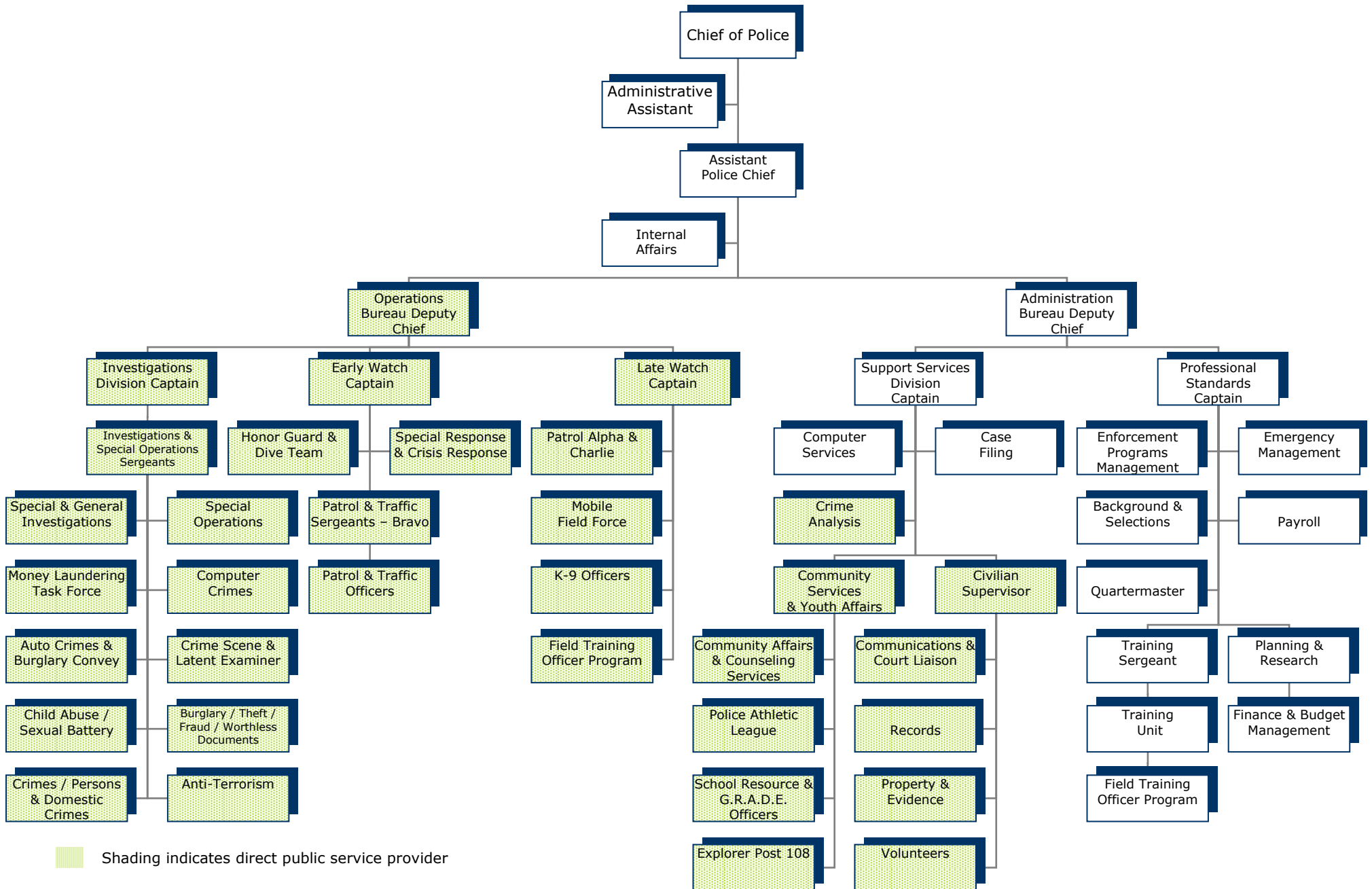
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Total calls for police service	109,378	110,000	100,904	107,000	107,000	107,000
Number of arrests	4,139	3,000	4,007	3,500	4,000	4,000
Traffic accidents	5,039	4,000	5,129	5,000	5,000	5,000
Traffic/parking citations	55,099	40,000	53,798	45,000	60,000	60,000
Number of patrol zones patrolled 24 hrs/day	36	14	36	15	36	36
Calls for service per 1,000 resident population	715	730	664	700	700	700
<b>Effectiveness</b>						
% of felony cases filed at the office of the State Attorney within 21 days	79%	40%	89%	80%	80%	80%
Clearance rate Part I offenses ^	22%	26%	20%	26%	26%	26%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	1.8%	2.0%	1.5%	2.0%	2.0%	2.0%
Traffic accidents per citation issued	9%	10%	10%	10%	10%	10%
Crime index for the following types of offenses:						
Murder	3	0	4	0	0	0
Forcible rape	15	20	10	15	15	10
Robbery	151	100	101	100	100	100
Aggravated assault	231	250	184	150	200	200
Burglary	917	600	1,091	600	750	800
Larceny	4,511	3,000	3,954	3,000	4,000	4,000
Motor vehicle theft	389	400	341	300	350	350
Crime index	6,217	4,370	5,685	4,165	5,000	5,000
Crime rate (per 100,000)	4,063	3,400	3,740	3,000	3,500	3,500
<b>Efficiency</b>						
Expenditures per resident population	\$295.28	\$310.15	\$322.54	\$320.54	\$367.76	

^ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.

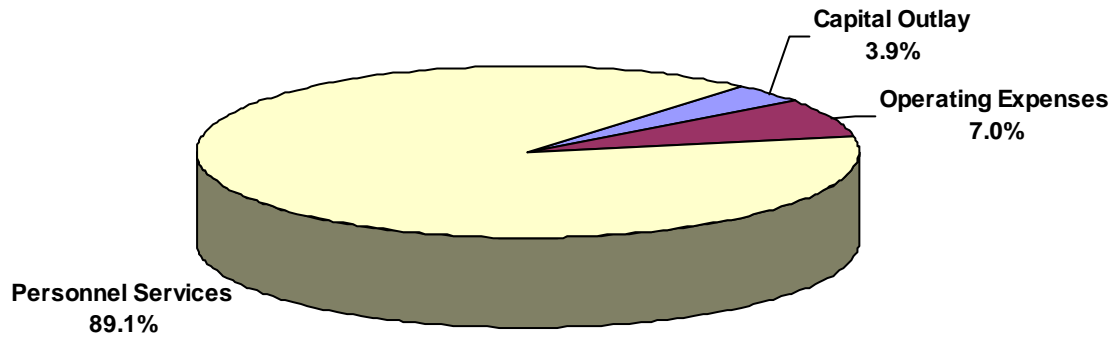
Effective with the fiscal year 2008-09 budget in order to match the FDLE website, calendar year (January to December) statistics were used for the fiscal year 2006-07 actuals instead of fiscal year (October to September) statistics.

# POLICE

## Organizational Chart



## Police - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	22,761,408	22,922,503	22,302,182	21,333,990
Benefits	18,848,248	20,984,644	23,659,003	21,982,386
Personnel Services Subtotal	41,609,656	43,907,147	45,961,185	43,316,376
Operating Expenses				
Professional Services	29,949	81,304	72,250	138,470
Other Contractual Services	592,995	546,901	630,580	644,885
Travel Per Diem	21,754	20,722	41,744	44,780
Communication and Freight Services	330,051	301,478	340,330	260,150
Utility Services	133,435	128,071	135,000	135,000
Rentals and Leases	60,335	54,413	68,975	71,735
Repair and Maintenance Services	762,788	952,390	784,684	812,469
Printing and Binding	4,642	5,158	10,000	18,500
Other Current Charges and Obligatio	21,704	18,510	39,200	47,900
Office Supplies	46,600	44,720	46,262	48,500
Operating Supplies	1,256,653	849,773	1,133,661	1,164,390
Publications and Memberships	7,993	6,615	7,370	7,658
Operating Expenses Subtotal	3,268,900	3,010,054	3,310,056	3,394,437
Capital Outlay				
Buildings	-	101,050	-	-
Improvements Other Than Buildings	-	3,270	-	-
Machinery and Equipment	3,579	733,403	133,403	1,890,350
Capital Outlay Subtotal	3,579	837,724	133,403	1,890,350
<b>Total</b>	<b>44,882,135</b>	<b>47,754,925</b>	<b>49,404,644</b>	<b>48,601,163</b>



## Police - Personnel Summary

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	
12045 Police Chief	1	1	1	1	
12046 Deputy Police Chief	2	2	2	2	
12093 Police Service Aid	17	14	14	14	
12095 Background Assistant	1	-	-	-	
12115 Police Captain	5	5	5	5	
12204 Communication Specialist Supervisor	3	3	2	-	
12205 Communication Specialist	14	6	5	-	
12425 Police Officer	205	201	191	191	
12455 Grants/Research Coordinator	1	1	1	1	
12456 Quartermaster	1	1	1	1	
12457 PAL Director	1	-	-	-	
12458 Enforcement Programs Manager	1	1	1	1	
12459 Assistant Quartermaster	1	1	1	1	
12467 Property Evidence Technician	2	1	1	1	
12468 Property Supervisor	1	1	1	1	
12528 Administrative Assistant II	1	1	1	1	
12552 Budget Analyst	1	1	1	1	
12603 Support Services Coordinator	1	1	1	1	
12631 Crime Scene Technician	5	6	6	6	
12651 Programmer Analyst II	1	1	1	1	
12652 Programmer/Analyst I	1	1	1	1	
12655 Sergeant	31	31	31	31	
12684 Clerical Spec II	18	18	18	18	
12685 Clerical Aide	1	1	1	1	
12730 Court Liaison Specialist	1	1	1	1	
12735 Intelligence Analyst	1	1	1	1	
12736 Crime Analyst	1	1	1	1	
12800 Asst. Police Chief	1	1	1	1	
12885 Victim's Advocate	1	1	1	1	
12886 Assistant Victim's Advocate	1	1	1	1	
12913 Finger Print Examiner	1	1	1	1	
13681 P/T Clerk Spec II	1	-	-	-	
Total	Full-time	323	306	294	287
	Part-time	1	-	-	-