



## 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** – "Dedicated to Excellence".

**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 prepare reports pertaining to allegations of misconduct on the part of

members of the Department; maintain comprehensive records of the investigations.

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, 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 area, and events sponsored and attended by our various units/personnel.

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.

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



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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

~ 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.

The Pembroke Pines Police Department consists of two Bureaus: A) Operations and B) Administration. Each is dedicated to providing the residents of Pembroke Pines with the finest police services available.

#### A) OPERATIONS BUREAU:

The Operations Bureau, which consists of 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. The Divisions and Units include: Investigations, Dive Team, Honor Guard, Traffic, K-9, Special Response Team, Crisis Response Team, Field Force, Crime Suppression Team and Burglary Suppression Team.

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 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.

#### INVESTIGATIONS DIVISION:

The Investigations Division is composed of separate units as follows:

~ GENERAL INVESTIGATIONS UNIT – This Unit identifies and locates through investigation, information, interview interrogations, and scientific analysis methods those individuals responsible for criminal activity; recovers 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.

~ BURGLARY SUPPRESSION TEAM - This is a highly flexible plainclothes Unit, deployed based on current/timely crime analysis and focused primarily on residential burglaries.

~ SPECIAL VICTIMS 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 and present forensic evidence in trials.



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

~ MAJOR CRIMES UNIT – This unit investigates deaths and 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 to increase awareness of suspected terrorist activities.

~ AUTO CRIMES UNIT - Auto Theft Detectives are assigned to the Investigations Division with their primary duties being auto theft prevention and the apprehension of persons responsible for auto theft.

~ CRIME ANALYSIS UNIT - Conducts technical research and analysis of confidential data and investigative information for dissemination to operational and investigative endeavors.

### 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.

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

~ PAYROLL/SCHEDULING 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. This Unit is also responsible for scheduling all Department personnel.

~ TRAINING UNIT – Conducts in-house training, coordinates employee training at other agencies and institutions, manages and conducts firearms and self-defense training at the Pembroke Pines Firearms Training Center. This Unit also hosts training for other agencies.

~ LOGISTICS UNIT – 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.

~ EMERGENCY MANAGEMENT UNIT – 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:

~ 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.

~ 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 activities of





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over seventy citizen volunteers in a myriad of police-related tasks.

- ~ 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.
- ~ POLICE ATHLETIC LEAGUE (PAL) - PAL offers sporting events and training classes for young people within the City. The program has coordinated weekend, afternoon, and evening events with other PAL organizations.
- ~ POLICE EXPLORER PROGRAM - 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.
- ~ VICTIM ADVOCATE UNIT - Provides assistance to victims/witnesses by referring them to appropriate 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.

## Budget Highlights

In order for the police department to meet the demands of public safety digital communications interoperability requirements in the near future, the department is purchasing P-25 compliant radios and accessories over the next few budget years. Lessons learned during past disasters in the United States have forced this improvement in communications infrastructure.

Interoperable emergency communication is integral to initial response, public health, safety of communities, national security and economic stability. Of all the problems experienced during disaster events, one of the most serious is

communication due to lack of appropriate and efficient means to collect, process and transmit important and timely information.

We will be utilizing a Federal Urban Area Initiative Grant to purchase the Motorola APX7000 P-25 Multi-band radio to begin the transition to P-25 compliance.

## Accomplishments

We have begun the transition of applying our new design to our patrol fleet. An internal committee recommended the new design because they felt the older design was outdated. We plan to apply the new design to our newer vehicles over the course of the next few budget years until our entire fleet is updated. We have chosen not to re-stripe our older vehicles, which we anticipate retiring from our fleet soon, as a cost saving measure.

In an effort to update our police vehicle fleet, we have replaced 28 older marked police vehicles with 28 Ford 2012 Crown Victoria's. We were also able to update our unmarked fleet with the purchase of 23 new unmarked police vehicles of varying makes and models depending upon their intended use.

We have recently completed the process of having our radio fleet reprogrammed (or re-banded) as part of a Federal Communications Commission's (FCC) plan to prevent interference problems caused by other cellular-type services with traditional public safety frequencies. As most of the nation's public safety radios are re-banded over the next several years, this will increase safety and reliability for police, fire, and EMS, eliminating the potential for cellular interference.

We are pleased to have purchased twenty-seven Motorola Mobile APX7500 radios with multi-band capabilities utilizing a Federal Urban Area Initiative Grant. This state-of-the-art radio is capable of multi-band interoperability, further enhancing our ability to stay safe and communicate with all our public safety partners.

Using technology to help solve crimes, we have purchased a License Plate Recognition System that has the ability to read hundreds of vehicle license plates per minute. This new technology will enable us to locate more efficiently stolen vehicles and tags, and it will greatly assist us in locating SILVER and AMBER alerts.

The use of biometric clocks has brought enhanced accountability.



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The revamped SRO program, utilizing retired police officers, has brought the cost of providing this service much closer to the level of the County reimbursement.

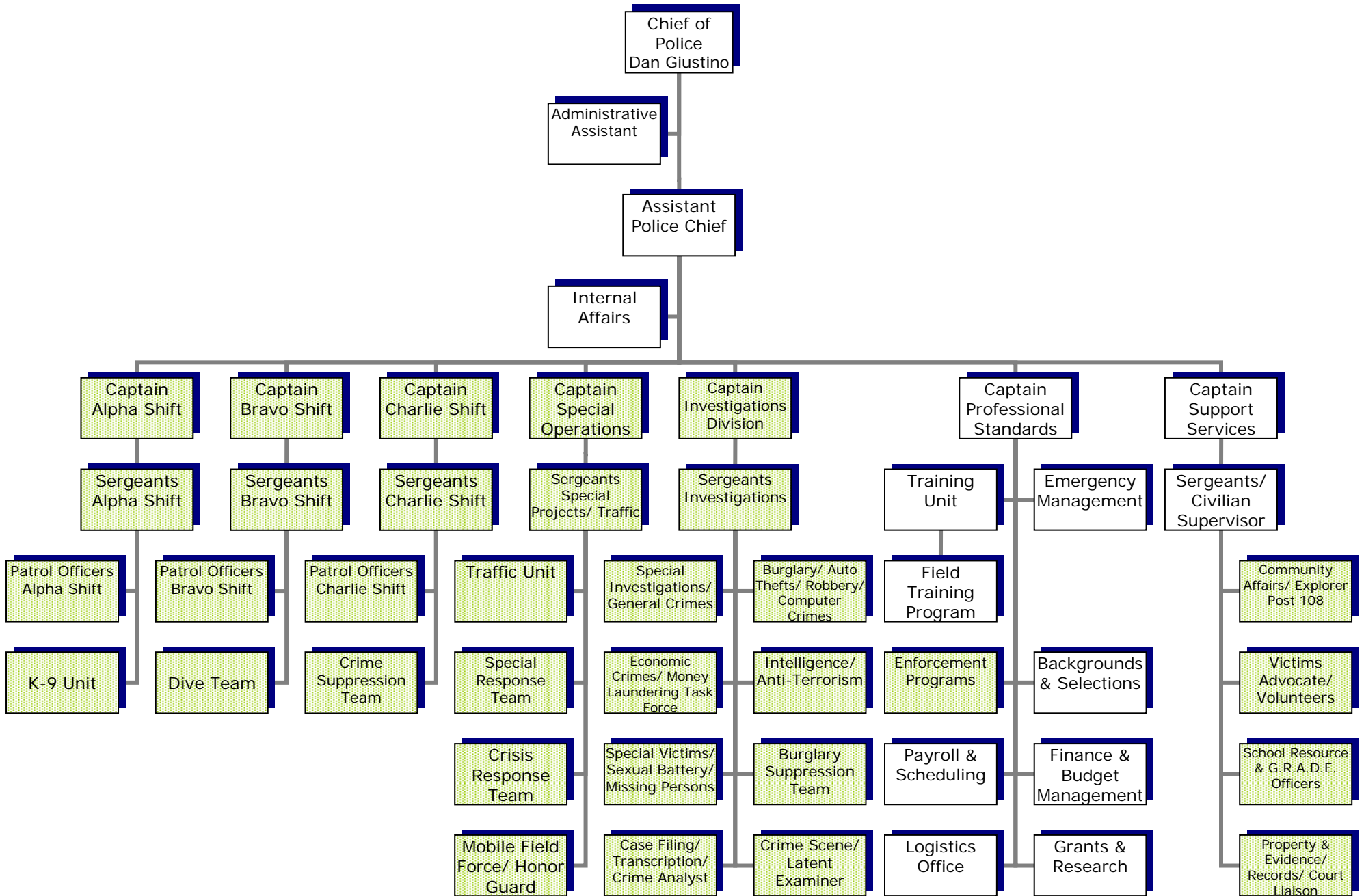
## Police Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Total calls for police service	96,831	107,000	88,613	107,000	170,000	105,000
Number of arrests	3,715	4,000	3,932	4,000	4,000	4,000
Traffic accidents	5,023	5,000	5,192	5,000	5,000	5,000
Traffic/parking citations	45,201	60,000	41,896	60,000	55,000	55,000
Number of patrol zones patrolled 24 hours per day	36	36	36	36	36	36
Calls for service per 1,000 resident population	626	700	573	700	700	700
<b>Effectiveness</b>						
% of felony cases filed at the office of the State Attorney within 21 calendar days	98%	80%	96%	80%	98%	98%
Clearance rate for Part I offenses ^	24%	26%	23%	26%	26%	26%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	1.7%	2.0%	N/A	2.0%	2.0%	2.0%
Traffic accidents per citation issued	12%	10%	12%	10%	10%	10%
Crime index for the following types of offenses during calendar year:						
Murder	4	0	4	0	0	0
Forcible rape	12	15	28	10	15	15
Robbery	92	100	119	100	100	100
Aggravated assault	168	200	157	200	200	150
Burglary	1,102	750	1,059	800	800	800
Larceny	3,619	4,000	3,591	4,000	4,000	3,500
Motor vehicle theft	305	350	294	350	350	300
Crime index	5,302	5,000	5,254	5,000	5,000	5,000
Crime rate (per 100,000)	3,521	3,500	3,395	3,500	3,500	3,300
<b>Efficiency</b>						
Expenditures per resident population	\$331	\$368	\$320	\$322	\$327	\$325

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

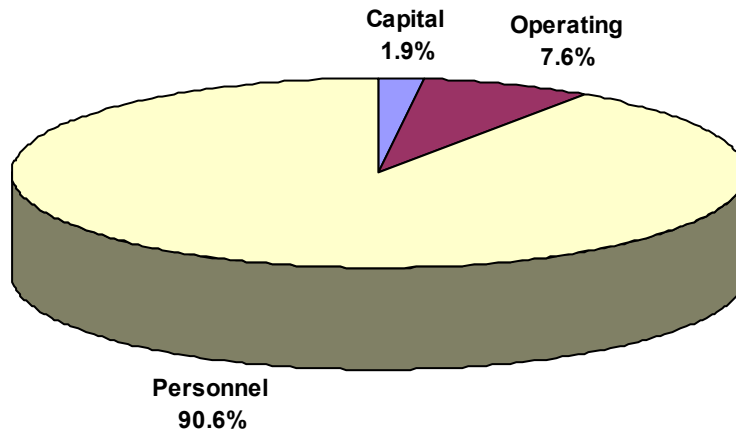
# POLICE

## Organizational Chart



Shading indicates direct public service provider

## Police - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	22,347,860	21,580,689	21,723,098	21,800,323
Benefits	24,648,543	20,636,371	22,920,370	23,741,456
<b>Personnel Subtotal</b>	<b>46,996,403</b>	<b>42,217,060</b>	<b>44,643,468</b>	<b>45,541,779</b>
Operating				
Professional Services	75,799	45,349	69,141	78,470
Other Contractual Services	575,156	1,081,778	610,900	634,298
Travel Per Diem	22,648	37,743	30,679	94,547
Communication and Freight Services	200,674	187,290	237,976	267,180
Utility Services	112,188	112,361	122,500	125,000
Rentals and Leases	51,592	61,354	74,123	83,648
Repair and Maintenance Services	785,742	830,416	848,753	916,347
Printing and Binding	5,995	3,195	18,375	6,575
Promotional Activities	-	1,297	1,200	1,200
Other Current Charges and Obligation	15,692	36,091	76,834	55,836
Office Supplies	38,674	34,861	43,740	42,500
Operating Supplies	970,500	1,195,823	1,225,370	1,490,130
Publications and Memberships	6,529	6,545	9,334	8,252
<b>Operating Subtotal</b>	<b>2,861,190</b>	<b>3,634,101</b>	<b>3,368,925</b>	<b>3,803,983</b>
Capital				
Improvements Other Than Buildings	-	-	-	15,000
Machinery and Equipment	87,920	1,170,199	1,496,745	929,825
<b>Capital Subtotal</b>	<b>87,920</b>	<b>1,170,199</b>	<b>1,496,745</b>	<b>944,825</b>
<b>Total</b>	<b>49,945,513</b>	<b>47,021,360</b>	<b>49,509,138</b>	<b>50,290,587</b>



### Police - Personnel Summary

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12045 Police Chief	1	1	1	1
12046 Deputy Police Chief	2	-	-	-
12093 Police Service Aid	14	14	14	14
12115 Police Captain	5	7	7	7
12204 Communication Specialist Supervisor	2	-	-	-
12205 Communication Specialist	5	-	-	-
12425 Police Officer	191	191	185	176
12426 School Resource Officer	-	-	6	15
12455 Grants/Research Coordinator	1	1	1	1
12456 Logistics Coordinator II	1	1	1	1
12458 Enforcement Programs Manager	1	1	1	1
12459 Logistics Coordinator I	1	1	1	1
12467 Property Evidence Technician	1	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	6	5	5	5
12633 Crime Scene Investigator	-	1	1	1
12651 Programmer Analyst II	1	-	-	-
12652 Programmer/Analyst I	1	2	2	2
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	-
12736 Crime Analyst	1	1	1	2
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
13576 P/T Victim's Advocate	-	-	-	1
Total	Full-time	294	287	287
	Part-time	-	-	1