



## Police

### Mission

The mission of the Pembroke Pines Police Department is to become a leader in policing and a model for professionalism, innovation, and service. We will strive to protect our community with respect, fairness and compassion. We resolve to develop a forward-thinking workforce, dedicated to raising our level of excellence to meet all challenges while adhering to our values.

### Goals

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

**Integrity** – We believe that honesty is the basis for personal and public trust. We recognize right from wrong and the willingness to do what is right, no matter the consequences.

**Commitment** – We apply quality to everything we do and consistently reach for a higher level of excellence. We are proactive in solving problems and constantly strive for results. We lead by example and are committed to honor and valor in the performance of our duties.

**Respect** - We treat people with fairness, dignity and compassion. We are responsible to the needs of others. We will strive to be civil and courteous in the performance of our duties.

**Teamwork** - We are supportive of those we work with, those we work for and those who work for us. We recognize the importance of each employee as an individual and a team member.

**Innovation** - We continually search for new, creative, and improved methods of policing. We ensure that all options are examined. We strive to enhance our efficiency and effectiveness.

### Objectives

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

#### 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 Patrol Division, Crime Suppression Team, the K-9, Traffic, Dive Team, and Service Aide Units continue to provide highly effective policing to the community.

The main objectives of the 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 Division's everyday operations. Some examples of these efforts are our regular assignment of Officers to the same patrol area and events sponsored and attended by our various units/personnel.

#### INVESTIGATIONS BUREAU:

The Investigations Bureau is responsible for conducting criminal investigations. The Bureau is comprised of numerous units charged to investigate general crimes, burglaries, crimes against persons, domestic violence, missing persons, sex crimes, economic crimes, computer crimes, vice and narcotics. In addition, non-sworn personnel are assigned as Crime Scene Investigators and crime analysts.

Detectives seek to 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. 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.



## Police

### 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.

## Major Functions and Activities

### A) OPERATIONS BUREAU:

The Operations Bureau consists of the Patrol function and is responsible for the protection of life and property through the enforcement of laws and ordinances. The Divisions and Units include: Dive Team, Traffic, K-9, Special Response Team, Crisis Response Team, Field Force, and Crime 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. Officers look for the causes of neighborhood problems rather than just dealing with symptoms.

### B) INVESTIGATIONS BUREAU:

The Investigations Bureau serves the community through its investigation of crime and is composed of the following units:

~ **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 and auto burglaries.

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

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

~ **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.

~ **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 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.

~ **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.

~ **MAJOR CRIMES UNIT** – This unit investigates deaths, robberies, and assaults and is responsible for cold homicide cases.

~ **VICE INTELLIGENCE NARCOTICS (V.I.N) UNIT** – This unit obtains information from confidential informants and other means, which identifies locations and persons involved in illegal drug sales.



## Police

Through surveillance and other covert methods, probable cause is developed, enabling the service of search warrants. Illegal drugs are then confiscated and arrests are made. Any case requiring complete confidentiality and/or difficult surveillance is assigned to the V.I.N. 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 VICTIMS UNIT – This unit investigates crimes committed by juvenile offenders and crimes committed against juveniles and the elderly, as well 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 using computers/technology and the Internet.

### C) 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:

~ ACCOUNTING / FINANCE - 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.

~ EMERGENCY MANAGEMENT – 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.

~ GRANT ADMINISTRATION – The Grant Manager is responsible for the management and administration of specific grants and programs, ensuring compliance with state and federal regulations. The manager is also tasked with ensuring the timeliness and adequacy of grant reports and financial reimbursements. Furthermore, research is a vital part of the position to ensure future funding sources are identified, investigated, and procured.

~ 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.

~ PAYROLL/SCHEDULING – 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.

~ PLANNING AND RESEARCH - 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.

~ SELECTIONS – This unit is responsible for recruitment, oral boards, polygraphs, psychological examinations, background investigations, and the presentation of candidates for review by Command Staff.

~ TRAINING – 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.

#### 2. - SUPPORT SERVICES DIVISION:

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

~ COMMUNITY AFFAIRS - This unit conducts follow-up investigations and identifies specific crimes or disorder issues, which it resolves 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.

~ COMPUTER SERVICES - Provides technical and programming support. Also coordinates with the Technology Services department in providing service needs, equipment, and additional support, as well as





## Police

affecting changes in the computer system through coordination with the Department's contract vendors.

- ~ COURT LIAISON – Coordinates, records, and processes all traffic and parking citations, as well as processes all incoming court subpoenas.
- ~ 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.
- ~ PROPERTY AND EVIDENCE - Responsible for storing, tracking, and maintaining the custody and integrity of evidence and found property. When appropriate, the unit disposes of all unneeded property and/or evidence submitted to the Property and Evidence Unit.
- ~ RECORDS – This 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.
- ~ SCHOOL RESOURCE OFFICER PROGRAM – 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 - This 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.
- ~ VOLUNTEER - This unit coordinates the activities of over seventy citizen volunteers in a myriad of police-related tasks.

### Budget Highlights

Public Safety Dispatchers will transition, under the regional 911 communications system, to Broward County effective October 1, 2013. As a result, the Police Department is adding 12 Police Support Specialists whose duties include teletype operations and will incorporate tasks from multiple classifications within the Police Department. The extensive nature of their role will increase the amount of Police Officers

patrolling the City and reduce the significant backlog of service calls. All Police Support Specialists will be responsible to take Police Reports via the telephone utilizing a new Records Management Software. These reports will include all incidents that do not require an immediate response and are outlined as telephone reports. Police Support Specialists will possess the cognitive ability to identify elements of crimes to include differentiating between a crime and a civil matter. They will be trained and assigned to work with the public information office. As part of their duties they will be utilized as points of contact for press release information. Moreover, as we enhance our social media platform, they will be tasked with providing updates through the platforms utilized by the Police Department. Appropriations for salary and benefits for the 12 Police Support Specialists are \$680 thousand.

The City will be adding seven School Resource Officers (SRO) to ensure each Elementary School in Pembroke Pines is assigned a full-time SRO. The salary and benefit cost of the seven SROs is \$418 thousand and is partially offset by \$93 thousand of revenues from the school Board of Broward County for the services of two SROs.

In an effort to combat crime the Police Department will formulate geographical patrol sectors to increase visibility of marked police vehicles and uniformed police officers throughout all areas of the City. Officers assigned to a sector will become familiar with the problems and crime trends associated with their assigned sector. Officers assigned to a Sector will be able to self-initiate problem solving efforts within their sector while on patrol.

With the construction of the new training building, continued improvements need to be made to the range, in order to maintain a high level of training. Some of the new improvements are:

- a) New concrete shooting lanes will be installed on the range which will serve to increase safety and decrease liability to the Police Department and the City. Concrete lanes and walkways help to reduce injury and prevent unnecessary hazards such as: tripping on rock or uneven ground; standing in or laying prone upon ant hills, scorpions, snakes, or other indigenous creatures that inhabit the area. Removing distractions and eliminating safety hazards is a vital concern, particularly when firearms are being utilized. Furthermore, having specific and easily identifiable lanes eliminates any confusion for individuals in regard to where to stand while shooting, keeps the firing line straight and uniform,



## Police

and maintains minimum safe distance between shooters.

b) The Professional Standards Division will transition the Quartermasters (Logistics) Office to a barcode accounting system. With the amount of purchases made department wide and the quantity of equipment that needs to be accounted for, transitioning to a barcode system will not only assist in the acquisition and distribution, but maintain a high level of accountability for the agency. Furthermore, the software can be used as an early warning system to notify the Logistics Coordinators when supplies are depleted and in need of replenishment.

The Investigations Bureau will be redesigned to improve communication between the various investigative units. Officer safety and investigative efficiency will be enhanced through information technology upgrades that include enhancements such as the live desktop computer monitoring of suspect interviews throughout the Bureau. Additionally, fractured and/or displaced investigative units will benefit from the redesign of limited existing workspace. This includes the addition of a second interview room and upgrading of the video and audio recording systems.

The Police Department is committed to updating the current capabilities of the Crime Scene Unit by furnishing highly specialized training to its current members, acquiring state-of-the-art equipment, and expanding the unit's role as the primary evidence documentation/collection team for major investigations.

### Accomplishments

A reorganization of the Police Department was recently implemented. This reorganization included the formation of three bureaus to be overseen by Majors. While under the direction of the Assistant Chief, Majors oversee and supervise operational, investigative, and administrative bureaus within the Department. They are in charge of subordinate personnel including Captains and/or Sergeants assigned to them. In doing so, command and control of the Department was bolstered enhancing both accountability and efficiency.

Began the construction of the new training building, which will be located at the firearms range site. This 5,800 square-foot facility will replace the trailers and will offer state of the art training and equipment for our officers and other agencies that lease the facility. The building, which will be category 5 rated, will also

serve as an emergency substation during times of natural disasters, such as hurricanes.

After four years of not purchasing any vehicles we have started to replace our fleet. As the Crown Victoria is no longer being made, the police department has transitioned to the Ford Interceptor Sedan and Ford Interceptor Utility vehicles. These vehicles are specifically designed for police agencies and come equipped with all-wheel drive, providing better handling and safety for the officer and public.

Purchased a new records management system (RMS) to replace our current system. CTS America has been selected to install the new software and assist the police department with paperless reporting. The new software will enable us to operate more efficiently and provide a better service to the reporting public.

The Dive Team has acquired through grant funding a 16-foot "Rescue One" aluminum dive boat, equipped with a GPS/Sonar electronics package. This boat will greatly enhance our water borne investigative ability to search and locate vehicles, submerged evidence, and drowning victims.

The Support Services Division has developed and distributed Fake Pot and Synthetic Drugs pamphlets for school students and the general public. These pamphlets provide information of the physical dangers and behavioral signs of ingesting these illegal substances. Also provided are names and telephone numbers of drug abuse and prevention programs located in South Florida.

Began update of our portable radio inventory. Utilizing a Federal Urban Area Initiative Grant, thirty-five Motorola Portable APX7000 radios were purchased and distributed to our patrol officers. These state-of-the-art radios have dual band capability and will provide enhanced communication between our officers and Dispatch.

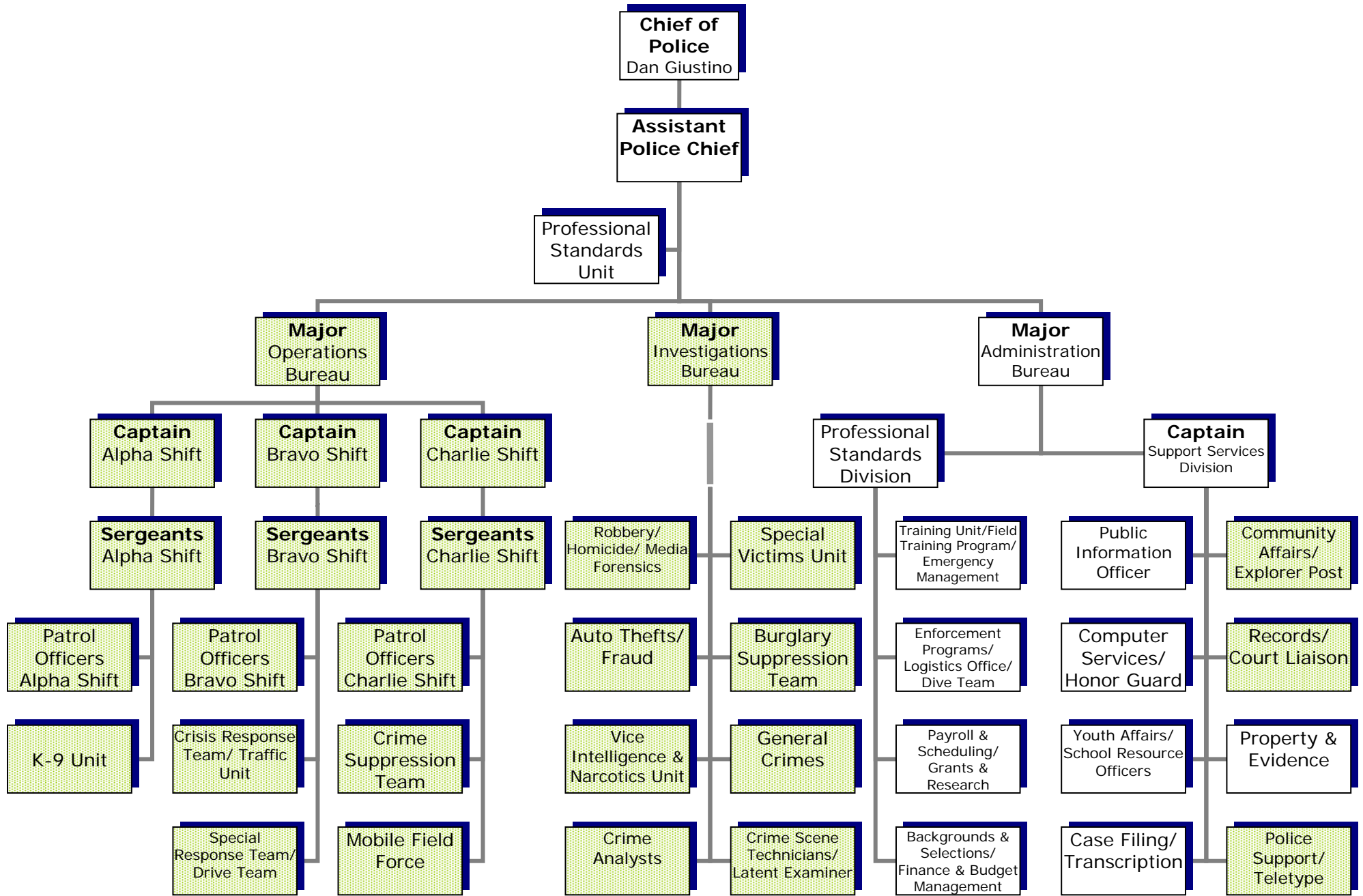
## Police Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Total calls for police service	88,613	107,000	88,281	170,000*	105,000	100,000
Calls for service per 1,000 resident population	573	700	570	700	700	600
Number of arrests	3,932	4,000	3,359	4,000	4,000	3,750
Traffic accidents	5,192	5,000	5,096	5,000	5,000	5,000
Traffic/parking citations	41,896	60,000	35,404	55,000	55,000	50,000
Number of patrol zones patrolled 24 hours per day	36	36	36	36	36	36
<b>Effectiveness</b>						
% of felony cases filed at the office of the State Attorney within 21 calendar days	96%	80%	98%	98%	98%	98%
Clearance rate for Part I offenses ^	23%	26%	18%	26%	26%	25%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	N/A	2.0%	N/A	2.0%	2.0%	2.0%
Traffic accidents per citation issued	12%	10%	14%	10%	10%	10%
Number of occurrences for the following types of offenses during calendar year:						
Murder	4	0	2	0	0	0
Forcible rape	28	10	14	15	15	10
Robbery	119	100	83	100	100	75
Aggravated assault	157	200	139	200	150	150
Burglary	1,059	800	846	800	800	800
Larceny	3,591	4,000	3,175	4,000	3,500	3,000
Motor vehicle theft	294	350	217	350	300	200
Crime index (summation of occurrences)	5,254	5,000	4,476	5,000	5,000	4,500
Crime rate (per 100,000)	3,395	3,500	2,892	3,500	3,300	2,905
<b>Efficiency</b>						
Expenditures per resident population	\$320	\$322	\$307	\$327	\$325	\$352

\* FY2011-12 goal originally entered as 170,000 in error. It should have been 107,000.

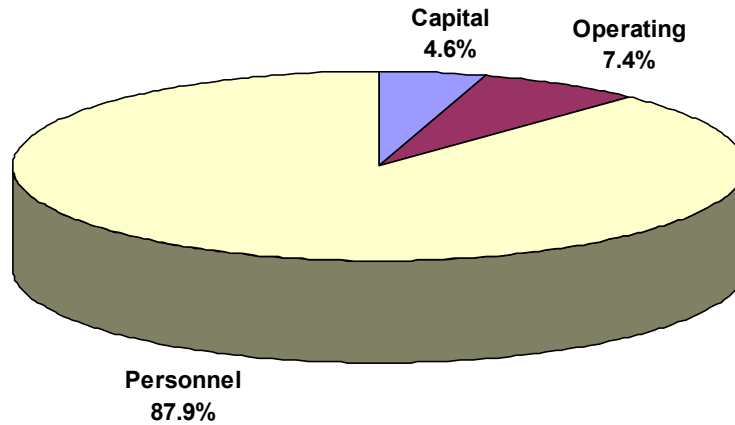
^ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.

Organizational Chart



Shading indicates direct public service provider

### Police - Budget Summary



Expenditure Category	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel				
Salary	21,580,689	21,598,876	21,800,323	22,807,753
Benefits	20,636,371	20,935,650	23,741,456	25,043,015
Personnel Subtotal	42,217,060	42,534,526	45,541,779	47,850,768
Operating				
Professional Services	45,349	64,010	78,470	83,470
Other Contractual Services	1,081,778	1,477,801	634,298	631,810
Travel Per Diem	37,743	17,427	92,947	133,460
Communication and Freight Services	187,290	204,739	244,180	270,960
Utility Services	112,361	109,125	125,000	125,000
Rentals and Leases	61,354	70,297	83,648	83,648
Repair and Maintenance Services	830,416	811,240	855,601	903,079
Printing and Binding	3,195	6,670	6,575	12,050
Promotional Activities	1,297	165	1,200	1,200
Other Current Charges and Obligation	36,091	57,100	70,836	77,314
Office Supplies	34,861	36,303	42,500	42,000
Operating Supplies	1,195,823	1,222,815	1,526,043	1,675,703
Publications and Memberships	6,545	8,432	9,852	11,137
Operating Subtotal	3,634,101	4,086,123	3,771,150	4,050,831
Capital				
Buildings	-	-	-	140,537
Improvements Other Than Buildings	-	-	7,382	58,000
Machinery and Equipment	1,170,199	851,727	2,491,535	2,324,285
Capital Subtotal	1,170,199	851,727	2,498,917	2,522,822
<b>Total</b>	<b>47,021,360</b>	<b>47,472,376</b>	<b>51,811,846</b>	<b>54,424,421</b>



## Police - Personnel Summary

Position Title	2010-11 Actual	2011-12 Actual	2012-13 Adopted Budget	2013-14 Budget
12045 Police Chief	1	1	1	1
12093 Police Service Aid	14	14	14	14
12115 Police Captain	7	7	7	2
12174 Division Major	-	-	-	5
12424 SRO Coordinator	-	-	-	1
12425 Police Officer	191	176	176	176
12426 School Resource Officer	-	15	15	22
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	2
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	5	5	2
12633 Crime Scene Investigator	1	1	1	4
12652 Programmer/Analyst I	2	2	2	2
12655 Sergeant	31	31	31	31
12684 Clerical Spec II	18	18	18	17
12685 Clerical Aide	1	1	1	1
12730 Court Liaison Specialist	1	1	1	1
12735 Intelligence Analyst	1	-	-	-
12736 Crime Analyst	1	2	2	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
12978 Police Support Specialist III	-	-	-	1
12979 Police Support Specialist II	-	-	-	7
12980 Police Support Specialist I	-	-	-	5
13407 P/T Victim's Advocate - CITY	-	-	-	1
13576 P/T Victim's Advocate Grant	-	1	1	-
Total				
Full-time	287	287	287	308
Part-time	-	1	1	1