STAFFING AND COST ANALYSIS FOR TOWN POLICE DEPARTMENT COMPARED TO CONTRACT POLICE SERVICES

TOWN OF PEMBROKE PARK, FL

POLICE OPERATIONS

CPSM®

THE ASSOCIATION & THE COMPANY

The International City/County Management Association is a 103-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to determine the staffing levels required to operate a Town of Pembroke Park Police Department. The town has not had its own police force, rather it has had a police services contract with the Broward County Sheriff's Office.

Earlier, the Town of Pembroke Park Commission hired a consultant to determine the feasibility of starting up a town police department. The City Manager informed CPSM that this resulted in Broward County Sheriff's Office terminating their contract with Pembroke Park initially effective February 2022 and then extended to September 2022. The consultant provided a presentation that showed the costs for police services in the Town of Pembroke Park would result in cost savings if the town created its own police department. Subsequently, the consultant was hired as the Chief to create the Town of Pembroke Park Police Department.

The Town Manager hired CPSM to develop a projection on needed staffing levels for the police department and to review the financial projections for the department. CPSM analyzed the calls for service occurring in the geographic area of Pembroke Park; this information is captured by the computer-aided dispatch (CAD) system of the Broward County Sheriff's Office. Using operational research methodology we projected this workload analysis to needed staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demands on current staffing. Our study involved data collection, comparative analysis, and document review to present to the Town of Pembroke Park leadership.

Essentially, CPSM is seeking to provide the Town of Pembroke Park's leadership with data to answer two critical questions:

- What are the staffing needs for the Town of Pembroke Park Police Department?

- Given those staffing needs, what are the estimated costs to operate a Town of Pembroke Park Police Department compared to the costs of the Broward County Sheriff's Office contractual police services?

CPSM is presenting its findings to the Town Commission so the Commission can determine the feasibility of continuing to move ahead with the police department. This decision has a financial aspect and a political aspect. The financial aspect is: Can the Town of Pembroke Park sustain the costs associated with having its own police department? The political aspect is: Have the residents of Pembroke Park had the opportunity to voice their opinion as to which path the town would like to pursue: town police department versus contractual police services? These are the two primary factors for the Pembroke Park Commission members to consider and make an informed choice as to the direction of the town in terms of police services.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions for the Town of Pembroke Park. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Document Review

CPSM consultants were furnished with a limited number of documents. These documents provided CPSM with initial projections of police department staff and needed finances. CPSM requested the Town Manager to have the Finance Manager of the town recalculate financial costs based upon CPSM-recommended staffing levels for patrol services. Follow-up phone calls and questions were used to clarify information as needed.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

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SECTION 3. STUDY BACKGROUND

The Pembroke Park Town Commission made the decision in 2021 to end the town's contract for police services with the Broward County Sheriff's Office and create a town police department to provide law enforcement services to the community. A consultant was hired to assist the Pembroke Park Town Commission with this decision. The consultant provided an overview of the conversion process. Subsequently, the Town Commission hired the consultant to be the Police Chief and set up the department.

As the projected budget continued to grow for the creation and operation of a town police department, CPSM was contacted to review the conversion plan, along with projected staffing and costs. At this point, equipment has been purchased and the Broward County Sheriff's Office was notified that its services would end in February 2022. An agreement was reached to help the Town of Pembroke Park extend the Broward County Sheriff's Office contract through September 2022.

CPSM conducted a workload study to determine the staffing levels needed for the Town of Pembroke Park Police Department. CPSM's conclusions about staffing levels differ from those provided by the consultant, now Police Chief. The CPSM analysis was data-driven, and was based on the history of Broward County Sheriff's Office calls for service for Pembroke Park. CPSM does not use population ratios to determine staffing levels since similarly sized communities can differ substantially in the volume of calls for services and crime levels.

Our analysis was generated to provide the Town Commission, Town Manager, and Police Chief with an understanding of the needed staffing levels based on historical data. The Finance Director prepared a budget based on CPSM's staffing recommendations. The Town Commission can use this study to determine the value of having its own police department or renewing the contract with the Broward County Sheriff's Office.

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SECTION 4. COMMUNITY OVERVIEW

The Town of Pembroke Park is located in southeast Florida and was incorporated in 1960. According to the 2020 U.S. Census, the population of the town is 6,260. The town has a total land area of 1.36 square miles, thus the population per square mile is 4,481.5.

Demographics[1]

The Town of Pembroke Pines is a heterogeneous community; its population is primarily African American, Hispanic, and White with 52.3 percent African American, 39.0 percent Hispanic, and 16.2 percent White alone, not Hispanic or Latino. Just over 80 percent of its citizens possess a high school diploma, while 22.4 percent possess a bachelor's degree or higher.

The owner-occupied housing rate is 37.4 percent for the town, while median gross rent is $1,218 per month. The median home price in the Town of Pembroke Park is $47,100. The median household income is $40,024 for the town. Persons living in poverty make up 22.5 percent of the town's population.

UNIFORM CRIME REPORT/CRIME TRENDS

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in the Town of Pembroke Park measure against those of other local agencies as well as the state of Florida and the nation.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, representing the most serious crimes, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. To allow for comparison crime rates are expressed (indexed) as the number of incidents per 100,000 population.

Data acquired by CPSM from the FBI for use in this report reflects the information that is most currently available (2020). As indicated in the following table, in 2019 the Town of Pembroke Park reported a UCR Part I violent crime rate of 750 (indexed) and a property crime rate of 3,177 (indexed). In 2020, the Town of Pembroke Park reported a UCR Part I violent crime rate of 514 (indexed) and a property crime rate of 2,863 (indexed).

In comparing Town of Pembroke Park crime data with other Florida cities, one can see that in 2019 Pembroke Park reported the third-highest violent crime rate (750) among comparable cities (except for Lake Park (992) and Pahokee (931)), and a property crime rate (3,177) that was in the highest third of comparable cities.

In 2020, Pembroke Park saw a reduction in both violent and property crimes. Pembroke Park was ranked seventh for violent crimes and sixth for property crimes, as shown in the table.

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1. Source: U.S. Census Date, https://www.census.gov/quickfacts/pembrokeparktownflorida, 4/8/22.

TABLE 4-1: Reported Crime Rates in 2019 and 2020, by City

Municipality	State	2019				2020			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Bay Harbor Islands	FL	6,018	50	847	897	5,821	69	945	1,014
Clewiston	FL	8,098	321	2,606	2,927	8,125	418	2,031	2,449
Key Biscayne	FL	13,248	38	1,321	1,359	12,898	23	1,520	1,543
Lake Park	FL	8,670	992	8,074	9,066	8,612	685	6,770	7,455
Lantana	FL	12,033	648	4,662	5,310	12,825	671	3,322	3,992
Lighthouse Point	FL	11,403	79	1,605	1,684	11,373	62	1,767	1,829
Miami Shores	FL	10,572	218	5,411	5,628	10,358	270	5,213	5,484
Miami Springs	FL	14,374	250	2,651	2,901	13,925	661	2,621	3,282
North Bay Village	FL	8,425	154	1,234	1,389	8,165	196	1,396	1,592
Pahokee	FL	6,335	931	2,526	3,457	6,372	895	2,731	3,625
Palm Beach	FL	8,884	90	1,092	1,182	8,891	34	1,440	1,473
South Bay	FL	5,225	689	1,761	2,450	5,237	668	1,547	2,215
South Miami	FL	12,284	317	3,867	4,184	11,933	419	3,578	3,997
Southwest Ranches	FL	8,061	87	1,811	1,898	8,025	224	2,231	2,455
Surfside	FL	5,829	103	2,230	2,333	5,659	53	2,280	2,333
Village Of Pinecrest	FL	19,760	91	2,095	2,186	19,255	88	2,290	2,379
West Miami	FL	8,362	144	1,112	1,256	9,154	131	1,071	1,202
Wilton Manors	FL	12,948	479	3,352	3,831	12,885	489	3,469	3,958
West Park	FL	15,246	558	2,820	3,378	15,204	645	1,848	2,493
Pembroke Park	**FL**	**6,798**	**750**	**3,177**	**3,928**	**6,812**	**514**	**2,863**	**3,376**
Florida		**21,477,737**	**378**	**2,146**	**2,524**	**21,596,068**	**384**	**1,768**	**2,152**
National		**328,239,523**	**379**	**2,010**	**2,489**	**331,449,281**	**399**	**1,958**	**2,357**

Note: Indexed per 100,000 population. Source: FBI Uniform Crime Report

The following figure illustrates the trend in the rate of for violent and property crimes in Pembroke Park over the period of 2011 to 2020. The trend line shows that the violent crime rate has remained somewhat constant from 2011 to 2020, with a spike in 2017. The property crime rate showed a consistent decline from 2011 to 2020, with the exception of a spike in 2016.

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FIGURE 4-1: Reported Pembroke Park Violent and Property Crime Rates, 2011 through 2020
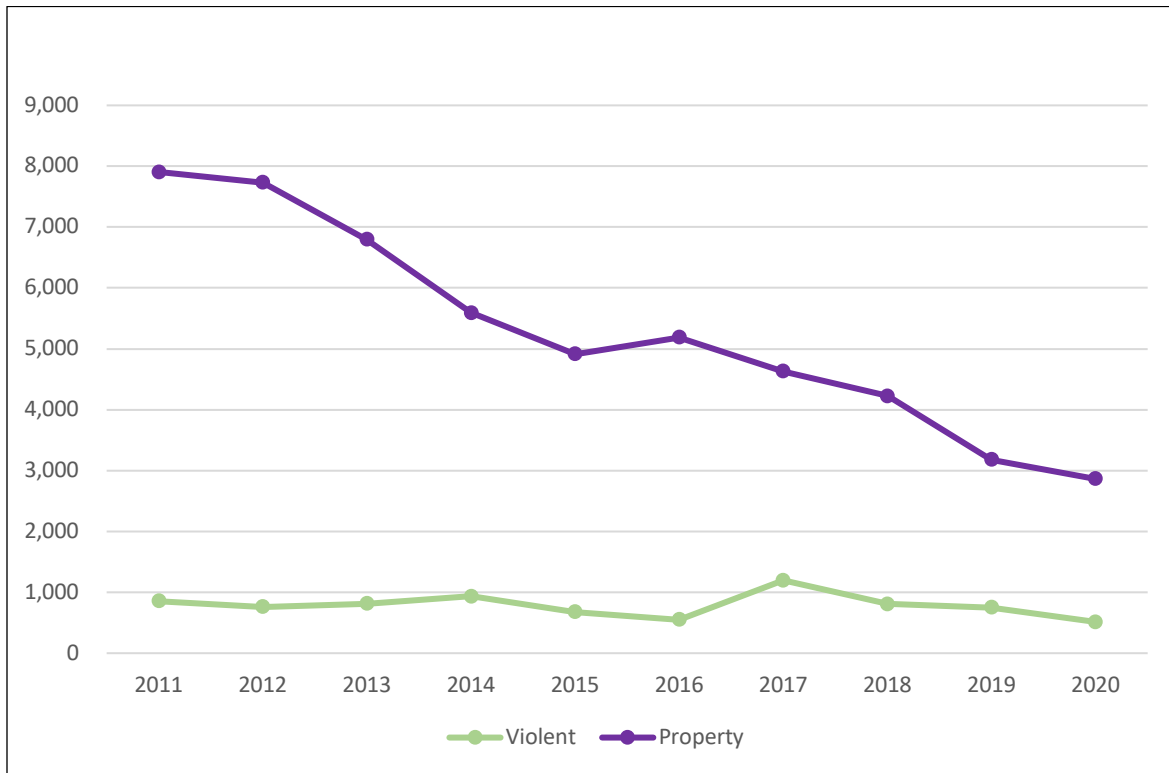
The next figure shows that from 2011 through 2020, Pembroke Park had a higher overall crime rate as compared to the State of Florida. The State of Florida has seen a consistent drop in crime rates over the period. Likewise, the Town of Pembroke Park has seen a significant decline over the period, although it did experience a spike in overall crime rates in 2016 and 2017, after which the rates continued to drop.

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FIGURE 4-2: Reported City and State Overall Crime Rates, 2011 through 2020
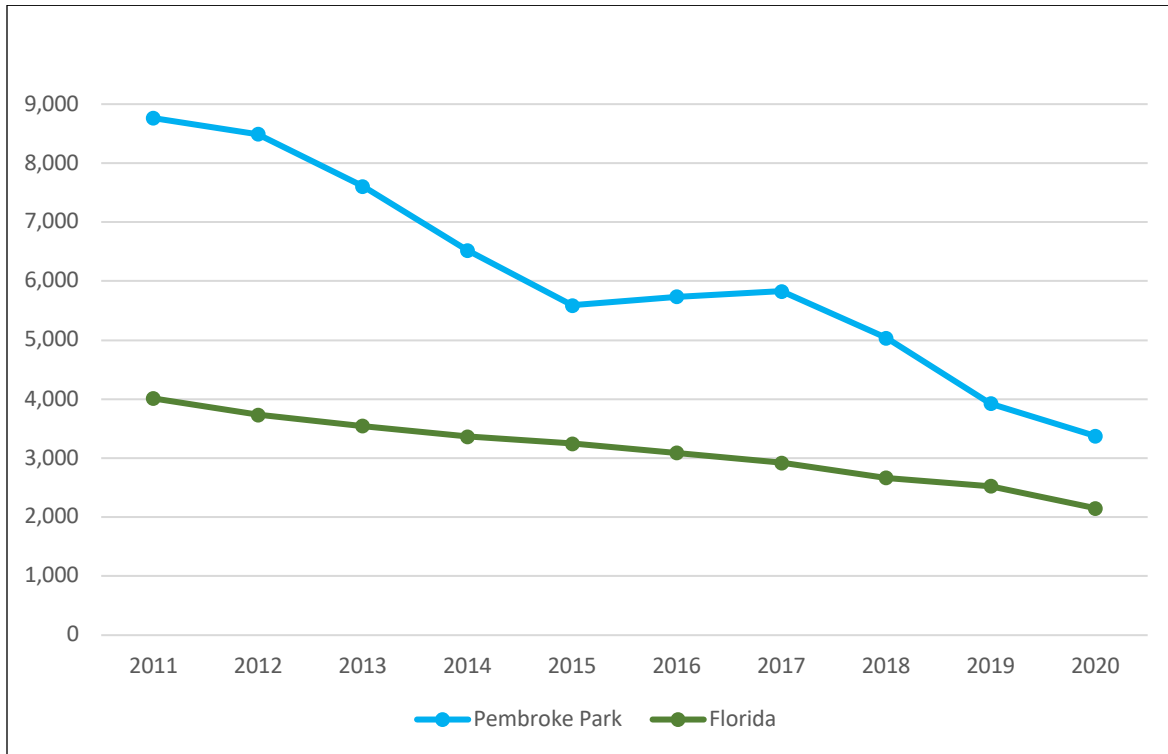
The following table compares Pembroke Park crime rates to both the state and national rates year by year for the period 2011 through 2020. Again, this data is indexed per 100,000 population. It is provided for illustration purposes only.

TABLE 4-2: Reported Pembroke Park, State, and National Crime Rates, by Year, 2011 through 2020

Year	Pembroke Park				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2011	6,185	857	7,906	8,763	19,173,658	513	3,500	4,012	317,186,963	376	2,800	3,176
2012	6,299	762	7,731	8,493	19,434,305	484	3,252	3,736	319,697,368	377	2,758	3,135
2013	6,282	812	6,797	7,609	19,672,665	467	3,077	3,544	321,947,240	362	2,627	2,989
2014	6,208	934	5,590	6,524	20,007,473	456	2,909	3,365	324,699,246	357	2,464	2,821
2015	6,332	679	4,912	5,591	20,388,277	459	2,791	3,249	327,455,769	368	2,376	2,744
2016	6,379	549	5,189	5,738	20,750,677	427	2,663	3,089	329,308,297	383	2,353	2,736
2017	6,347	1,197	4,632	5,829	20,984,400	408	2,512	2,920	325,719,178	383	2,362	2,745
2018	6,674	809	4,225	5,034	21,299,325	385	2,282	2,667	327,167,434	369	2,200	2,568
2019	6,798	750	3,177	3,927	21,477,737	378	2,146	2,524	328,239,523	379	2,010	2,489
2020	6,812	514	2,863	3,376	21,596,068	384	1,768	2,152	331,449,281	399	1,958	2,357

The following tables compare Pembroke Park's crime clearance rates to the state and national averages in 2019 and the national averages in 2020. These clearance rates are based upon the Broward County Sheriff's Office reporting of the UCR. As can be seen, Pembroke Park clearance rates, for the most part, are lower in comparison to the State of Florida and the nation.

TABLE 4-3: Reported Pembroke Park, Florida, and National Crime Clearance Rates, 2019

Crime	Pembroke Park			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	3	100%	1,208	822	68%	14,325	8,796	61%
Rape	4	0	0%	8,443	3,581	42%	124,817	41.065	33%
Robbery	10	4	40%	16,199	6,153	38%	239,643	73,091	31%
Aggravated Assault	35	9	26%	55,333	31,294	57%	726,778	380,105	52%
Burglary	31	1	3%	63,149	12,869	20%	981,264	138,358	14%
Larceny	162	7	4%	357,835	75,185	21%	4,533,178	834,105	18%
Vehicle Theft	23	1	4%	38,982	9,254	24%	655,778	90,497	14%

TABLE 4-4: Reported Pembroke Park and National Crime Clearance Rates, 2020

Crime	Pembroke Park			National		
	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	0	0	NA	18,109	9,851	54%
Rape	2	0	0%	110,095	33,689	31%
Robbery	12	3	25%	209,643	60,377	29%
Aggravated Assault	21	5	24%	799,678	371,051	46%
Burglary	22	0	0%	898,176	125,745	14%
Larceny	131	9	7%	4,004,124	604,623	15%
Vehicle Theft	42	6	14%	727,045	89,427	12%

Note: We could not locate state-level clearance rates for 2020 at this time.

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SECTION 5. PATROL SERVICES

CPSM conducted a detailed analysis of all calls for service (CFS) in Pembroke Park between January 1, 2021, and December 31, 2021. Our goal is to use this data to help determine the appropriate level of staffing for patrol operations if the Town of Pembroke Park decides to fund and establish its own police department. The consultant hired by Pembroke Park provided the commission with projections of costs for a police department. The cost projections have varied during the initiation of the consultant's study. The consultant is now the Police Chief. The Town Manager asked CPSM to examine staffing and costs to enable the Town of Pembroke Park to determine the path it should pursue. Pembroke Park has taken steps to start delivery of police services and is scheduled to end the contract with the Broward County Sheriff's Office in September 2022.

The Town faces the choices of a) continue with the Broward County Sheriff's Office contractual services if it agrees to reinstate the contract for police services, or b) move ahead with the development of a town police department even though the town would experience an increase in cost for police services. The Town Commission must determine if the quality of personnel, delivery of services, and cost factors involved in having a town police department are more beneficial to the Pembroke Park community than contracting for services.

CPSM reviewed the projected patrol staffing levels developed by the consultant and found the projections would lead to patrol operations being understaffed. CPSM recommends against projecting reserve officers as full-time personnel. Staffing levels must align with the workload. Reserve officers should be viewed as additional resources to support the department and not full-time positions.

CPSM's projected patrol staffing levels are based on data from actual workload. Between January 1, 2021, and December 31, 2021, the communications center recorded approximately 6,785 events within Pembroke Park involving a responding patrol unit. When measured daily, the department was dispatched to an average of 18.6 patrol-related events per day, approximately 6.3 percent of which (1.2 per day) had fewer than 30 seconds spent on the call. Community-initiated calls for service accounted for 75.5 percent of all calls for service. See the following figure and table for a summary of this data.

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FIGURE 5-1: Percentage Events per Day, by Initiator
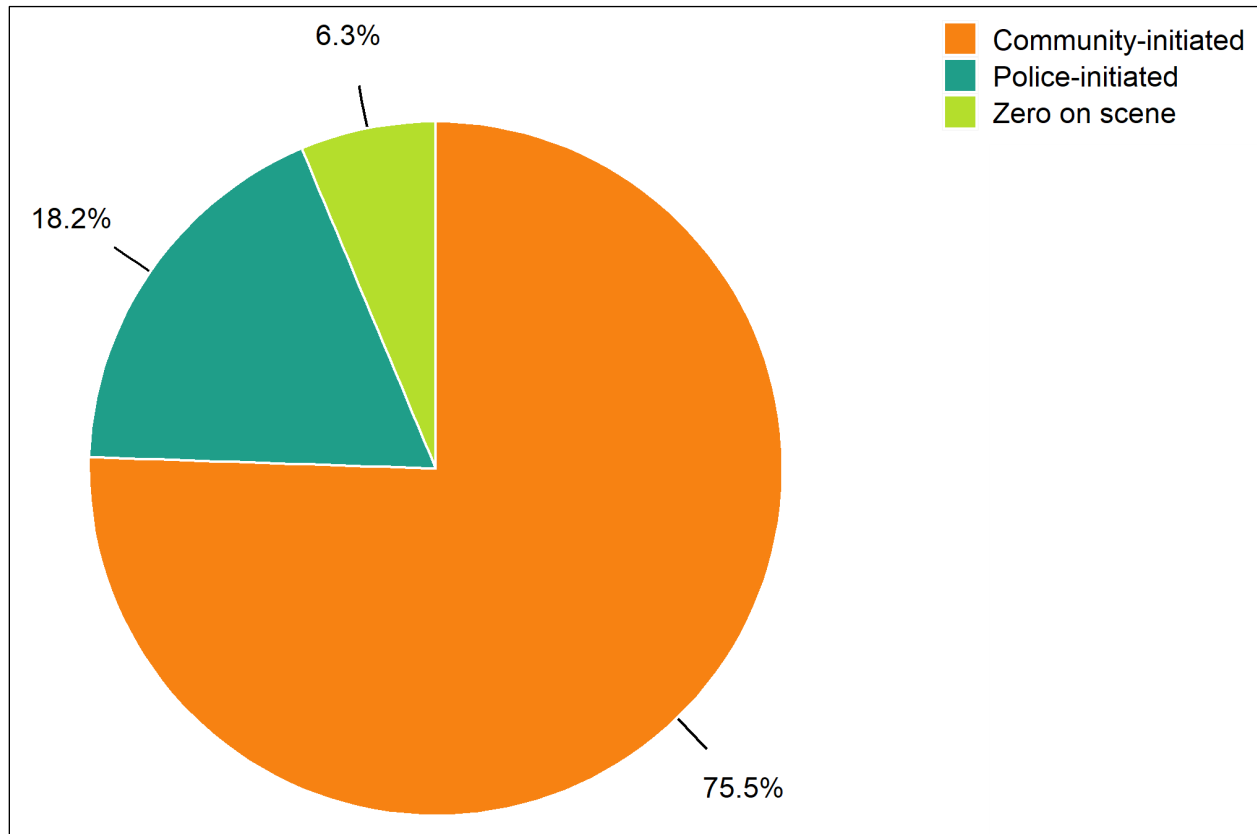
TABLE 5-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	5,124	14.0
Police-Initiated	1,232	3.4
Zero on Scene	429	1.2
Total	**6,785**	**18.6**

The following table provides details of the types of calls for service by initiator, units per call, and minutes spent by officers per call. For community-initiated calls for service, police services (737) was the category with the largest number of calls, followed by disturbances (581). Mental health services calls required, on average, the most officers to handle at 3.4 officers per call. The category of crime–person required the greatest time on the scene at 83.2 minutes, followed by mental health calls with 72.9 minutes on the scene.

For police-initiated calls for service, police services had the greatest number of calls for service with 856. Mental health calls for service required the most officers to respond to the scene with an average of 3.5 officers. Crime–person calls for service required the most time at 90.6 minutes to handle the call.

TABLE 5-2: Calls for Service by Initiator, Units per Call, and Minutes per Call

Category	Community-initiated			Police-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accident	556	1.9	56.4	24	2.2	45.1
Alarm	445	2.5	15.2	N/A	0	N/A
Assist other agency	434	2.6	32.3	21	2.3	32.4
Civil matter	246	2.0	38.8	4	1.0	27.7
Crime–person	192	3.3	83.2	7	2.9	90.6
Crime–property	447	2.4	50.8	17	3.2	53.7
Disturbance	581	2.8	32.1	10	2.6	30.0
Investigation	453	2.0	27.5	12	2.2	49.5
Mental health	83	3.4	72.9	4	3.5	56.7
Miscellaneous	338	1.9	46.6	31	1.3	35.5
Police service	737	1.7	31.7	856	1.1	29.2
Suspicious incident	447	2.7	23.0	45	2.8	21.1
Traffic enforcement	163	1.6	31.3	154	1.5	41.9
Traffic stop	2	1.0	8.6	47	2.0	15.6
Weighted Average / Total Calls	**5,124**	**2.3**	**37.5**	**1,232**	**1.4**	**31.5**

Note: The information in this table is limited to calls and excludes all events that show zero time on scene

To drill down on the number of human resources (sworn officers) needed to respond to calls for services, the following table provides on overview of the number of calls for service that required one, two, or three or more sworn officers to respond to the scene. It is particularly important for deployment to examine the number of calls for service that required three or more officers to respond to the scene. A town or city that has its own police department must first depend on its own resources to handle calls for services. Other jurisdictions may or may not be available for backing up the Town of Pembroke Park Police Department. During the study period a considerable number of calls for service (1,562) required three or more officers to respond to the call for service.

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TABLE 5-3: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	273	158	125
Alarm	26	275	144
Assist other agency	119	135	180
Civil matter	83	104	59
Crime–person	31	69	92
Crime–property	152	159	136
Disturbance	58	236	287
Investigation	142	218	93
Mental health	6	27	50
Miscellaneous	162	108	68
Police service	418	204	115
Suspicious incident	46	208	193
Traffic enforcement	88	55	20
Traffic stop	2	0	0
Total	**1,606**	**1,956**	**1,562**

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing 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 processing and travel time. Dispatch processing 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 within Pembroke Park combined. We started with 991 calls for winter and 850 calls for summer. We limited our analysis to community-initiated calls, which amounted to 764 calls for winter and 720 calls for summer. Also, we removed a few calls lacking a recorded arriving unit. We were left with 680 calls in winter and 657 calls in summer for our analysis.

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 the winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

The following table shows that, in winter, the average response time was as short as 8.0 minutes (traffic enforcement) and as long as 22.1 minutes (for crime–property). In summer, the average response time was as short as 13 minutes (for assist other agency) and as long as 29.3 minutes (for crime–property). The average response time for calls for service was 15.9 minutes in winter and 20.2 minutes in summer.

TABLE 5-4: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	7.7	8.5	16.2	62	10.4	8.7	19.1	67
Alarm	4.9	5.8	10.7	76	19.7	7.4	27.0	54
Assist other agency	5.1	6.1	11.2	51	5.2	8.1	13.3	61
Civil matter	14.4	5.9	20.3	38	13.0	7.7	20.7	34
Crime–person	6.6	8.0	14.6	33	10.1	6.9	17.0	33
Crime–property	11.9	10.2	22.1	78	17.9	11.4	29.3	51
Disturbance	8.2	7.3	15.4	83	7.9	7.9	15.8	72
Investigation	7.6	9.7	17.3	40	13.3	8.1	21.3	64
Mental health	6.2	6.3	12.5	14	10.0	7.8	17.8	12
Miscellaneous	13.1	6.6	19.7	49	13.4	8.9	22.2	36
Police service	10.7	6.2	16.9	79	10.4	6.3	16.7	108
Suspicious incident	6.9	7.4	14.3	60	17.3	7.6	24.9	44
Traffic enforcement	4.4	3.6	8.0	17	18.2	8.4	26.6	21
Total Average	**8.6**	**7.3**	**15.9**	**680**	**12.3**	**8.0**	**20.2**	**657**

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

The following figure displays average response times by hour of day for both the winter and summer periods in 2021. The data reveals average response times varied significantly by the hour of the day. In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 23.4 minutes. In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 6.0 minutes. In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 31.6 minutes. In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 10.3 minutes.

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FIGURE 5-2: Average Response Times, by Hour of Day, Winter and Summer, 2021
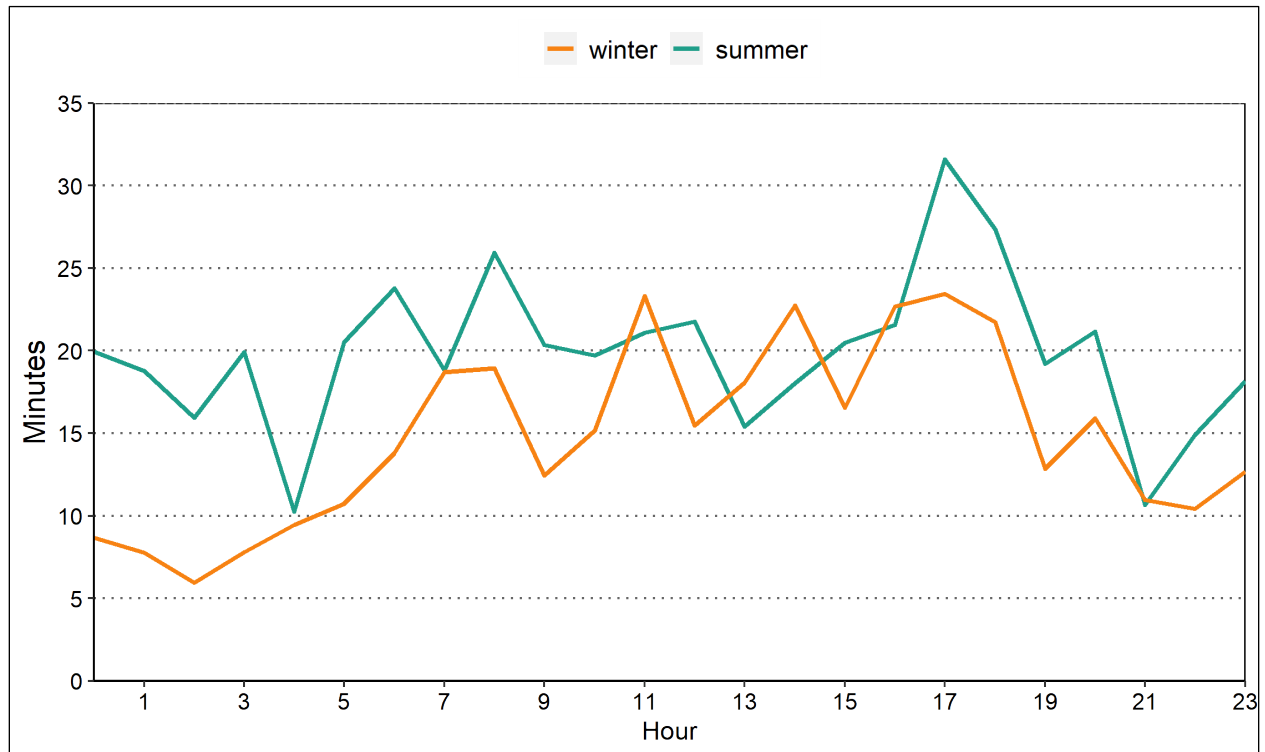
The following table shows the average response time by beat. For Pembroke Park, beat 1912 had an average response time of 16.9 minutes, which is shorter than that of beat 1911. For the district, Pembroke Park had a shorter average response time of 17.3 minutes than the average response time in West Park of 18.6 minutes.

TABLE 5-5: Average Response Time for Community-initiate CFS, by Beat, by Jurisdiction

City	Beat	Minutes			Calls
		Dispatch	Travel	Response	
Pembroke Park	1911	9.9	7.6	17.5	3,081
	1912	9.7	7.2	16.9	1,568
	Subtotal	**9.8**	**7.5**	**17.3**	**4,649**
West Park	101	11.7	5.4	17.1	2,428
	102	11.8	6.2	17.9	2,135
	103	12.9	6.8	19.8	1,618
	104	13.9	7.1	21.0	1,217
	Subtotal	**12.4**	**6.2**	**18.6**	**7,398**
Total		**11.4**	**6.7**	**18.1**	**12,047**

The next table provides the average response times by priority of call. Priorities 1 and 2 are the highest priority calls and require an elevated and rapid response to the call for service. Total

response time to priority 1 calls averaged 8.7 minutes, and to priority 2 calls averaged 10.7 minutes.

TABLE 5-6: Average Response Times, by Priority

Priority	Minutes			Calls
	Dispatch	Travel	Response	
1	4.3	4.4	8.7	67
2	5.2	5.5	10.7	249
3	8.7	7.6	16.3	1,910
4	11.3	7.7	19.1	2,423
Total	**9.8**	**7.5**	**17.3**	**4,649**
Injury accident	3.1	5.0	8.0	103

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

PATROL DEPLOYMENT, STAFFING, AND SCHEDULING

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicate that more than 95 percent of jurisdictions in the U.S. in the same size category as Pembroke Park provide uniformed patrol. Officers assigned to this important function are the most visible members of a department and command the largest share of resources committed by a 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.

In the case of the Town of Pembroke Park, the police department primarily will deliver patrol services. The officers assigned to patrol will be community problem solvers, and will work to prevent and detect crime and intervene in all types of calls for service. At this point, the structure of police services chosen by the town does not provide for the multitude of services that can be offered by a large police or sheriff's office. The Pembroke Park Police Department will have one detective to follow-up on crimes. However, this one detective cannot be expected to be proficient in the full spectrum of specialties such as financial investigations, cybercrime, homicide, and digital forensics, etc. It is our contention that the Police Chief needs to create a strategic plan that details how additional resources will be acquired if needed for advanced crime investigations, crime analysis, crime scene investigation, narcotics, K-9, and other specialized areas.

Deployment

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.

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 enables the identification of activities that are really "calls" from those activities that are some other events.

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 Sheriff's Office with a comparison to the 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 this 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

The model for the Pembroke Park Police Department has been structured so as to provide patrol services and limited other law enforcement services. This was a decision recommended by the consultant, now Police Chief. Therefore, the Rule of 60, Part 1 cannot be met because additional units and resources outside of patrol services are limited, with one police chief and one sworn detective position.

This part of the "rule" is not hard-and-fast. 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.

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.

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.

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.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the department. 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.

The following figures represent workload, staffing, and the "saturation" of patrol resources during the 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 two periods—winter and summer—of 2021. 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.

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FIGURE 5-3: Deployment and Workload, Weekdays, Winter 2021
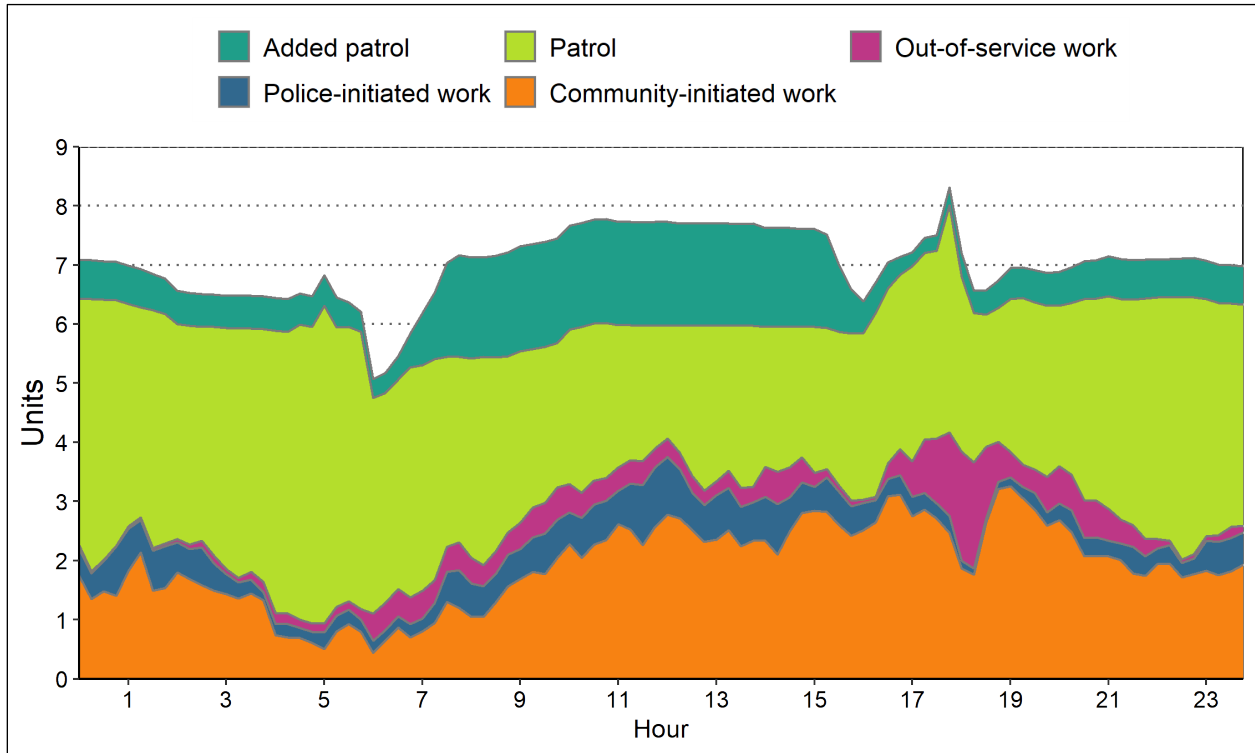
FIGURE 5-4: Deployed Units, Weekdays, Winter 2021
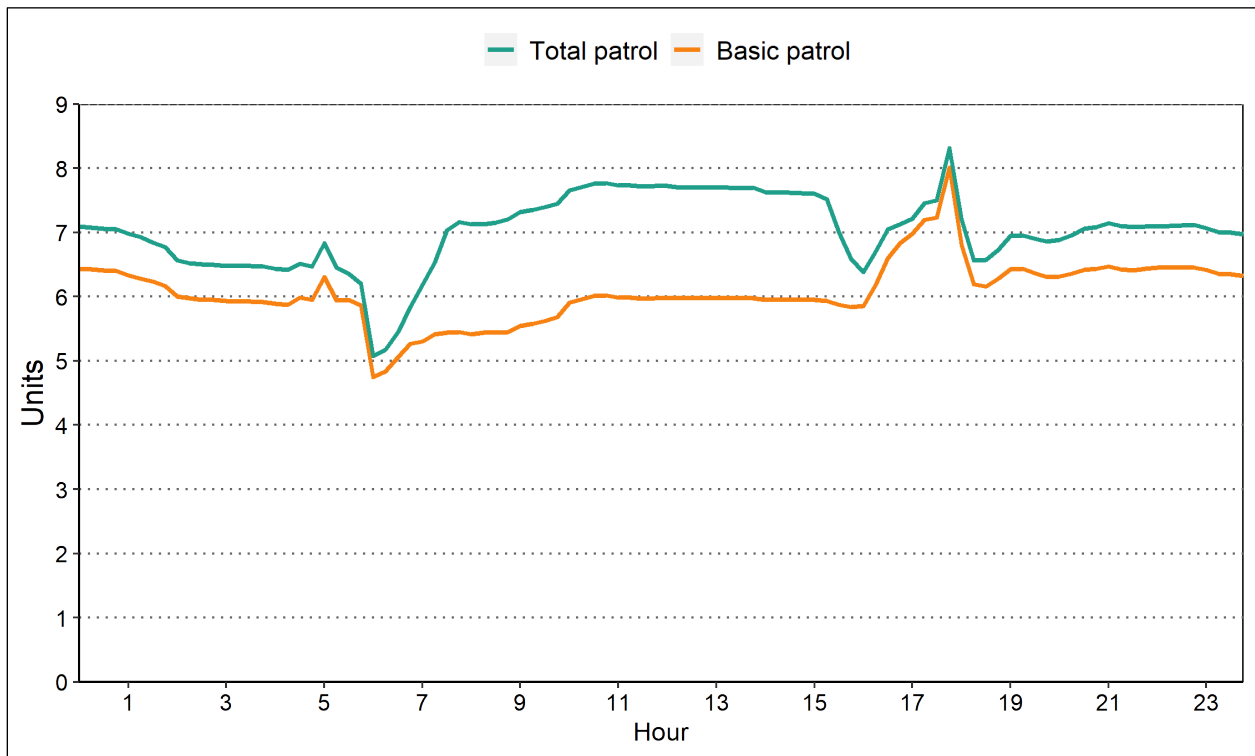
FIGURE 5-5: Percentage of Workload, Weekdays, Winter 2021
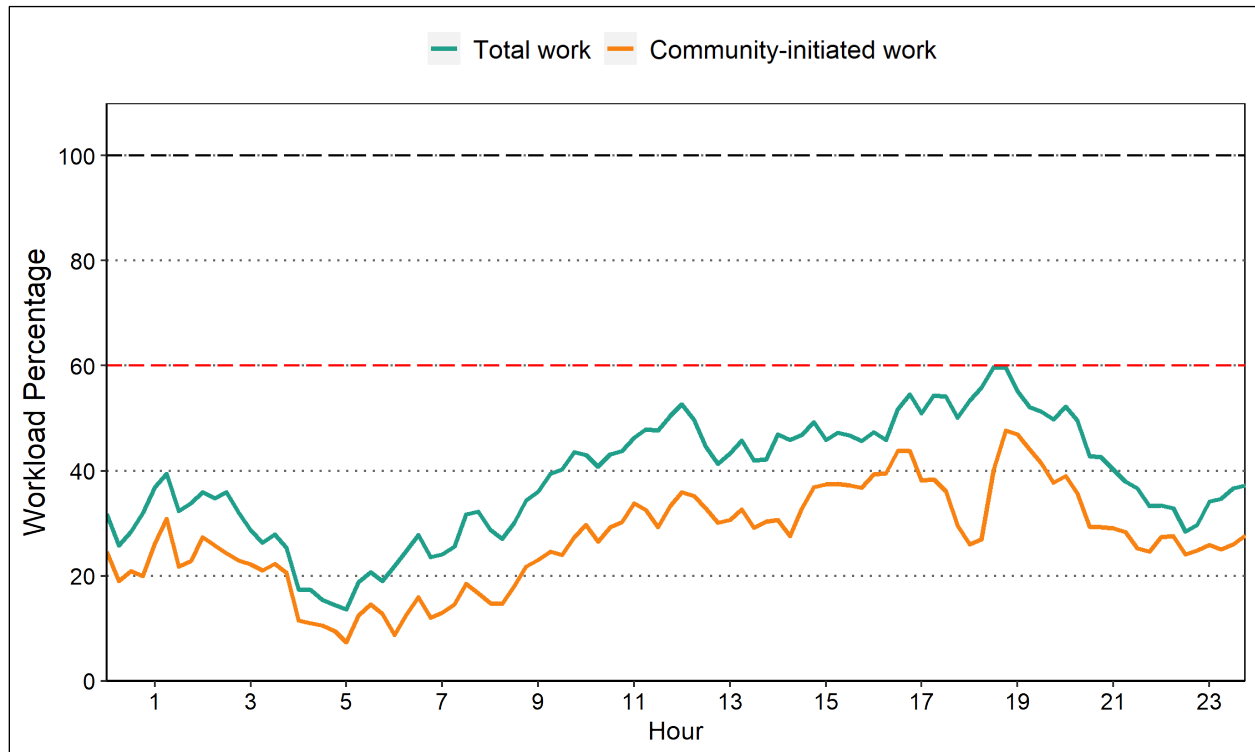
Workload v. Deployment – Weekdays, Winter

Avg. Deployment:	7.0 officers per hour
Avg. Workload:	2.7 officers per hour
Avg. % Deployed (SI):	39 percent
Peak SI:	60 percent
Peak SI Time:	6:30 p.m. to 7:30 p.m.

FIGURE 5-6: Deployment and All Workload, Weekends, Winter 2021
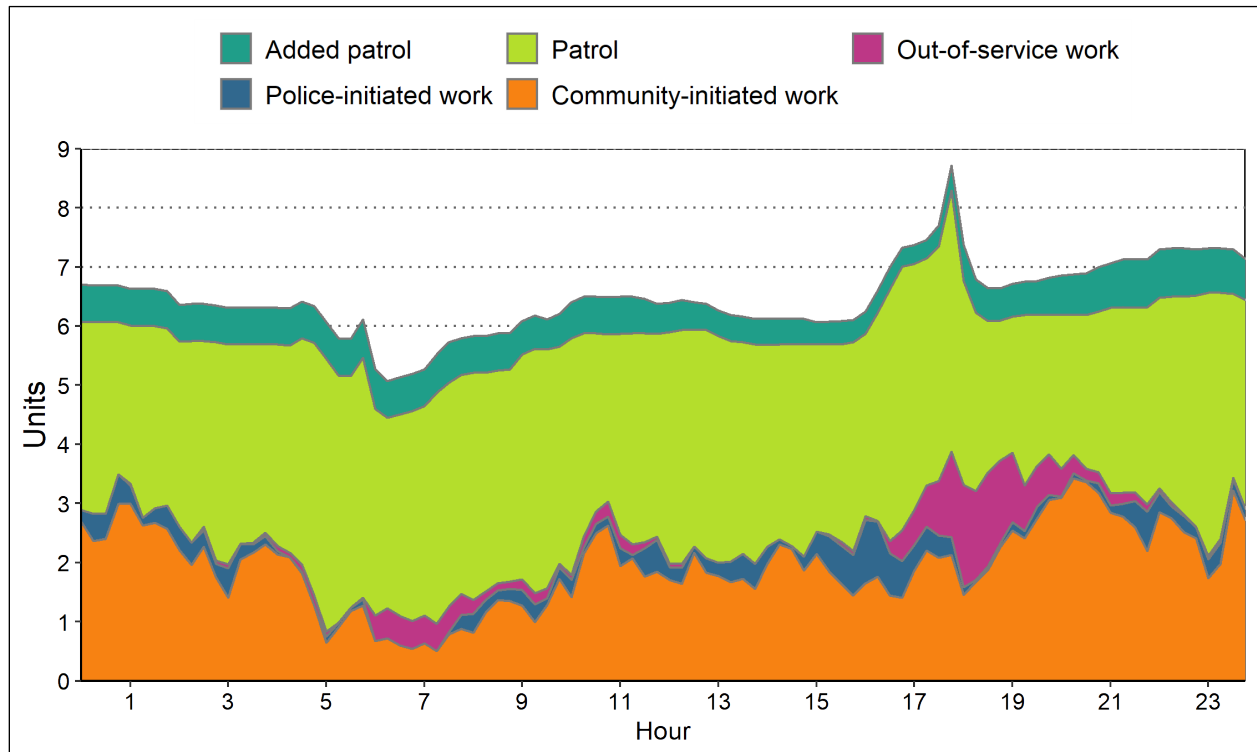
FIGURE 5-7: Deployed Units, Weekends, Winter 2021
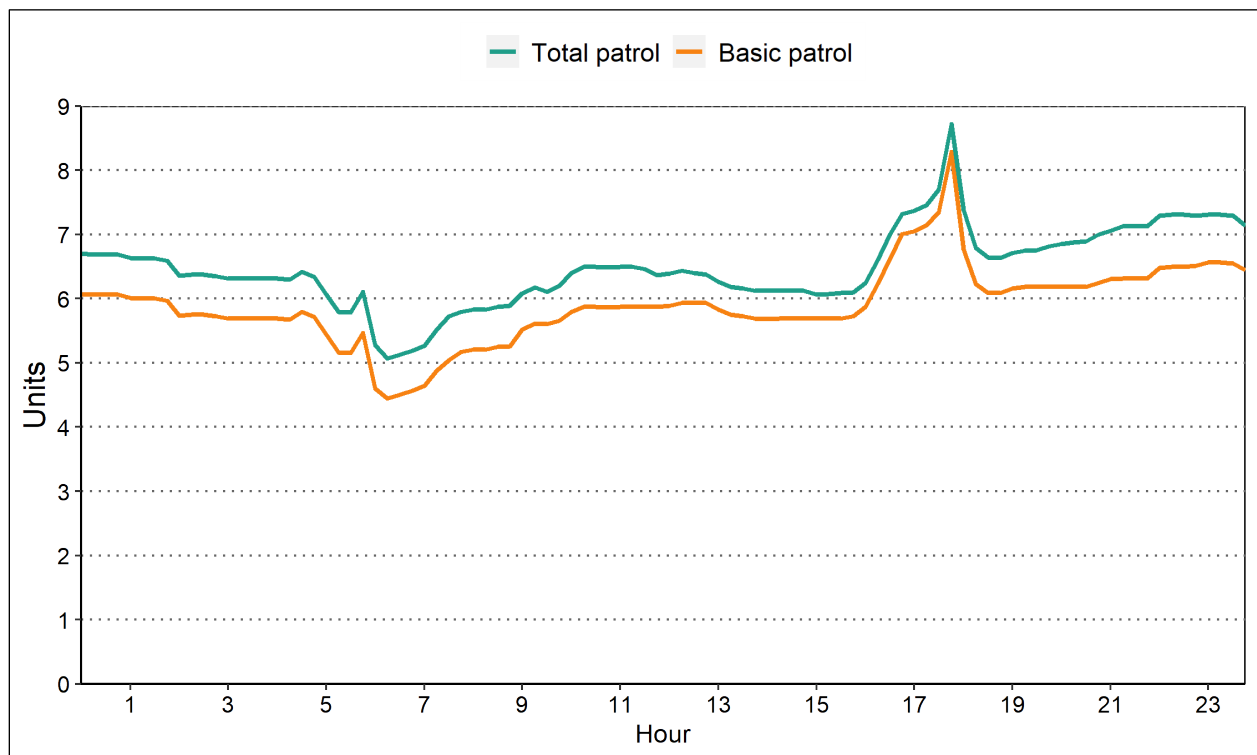
FIGURE 5-8: Percentage of Workload, Weekends, Winter 2021
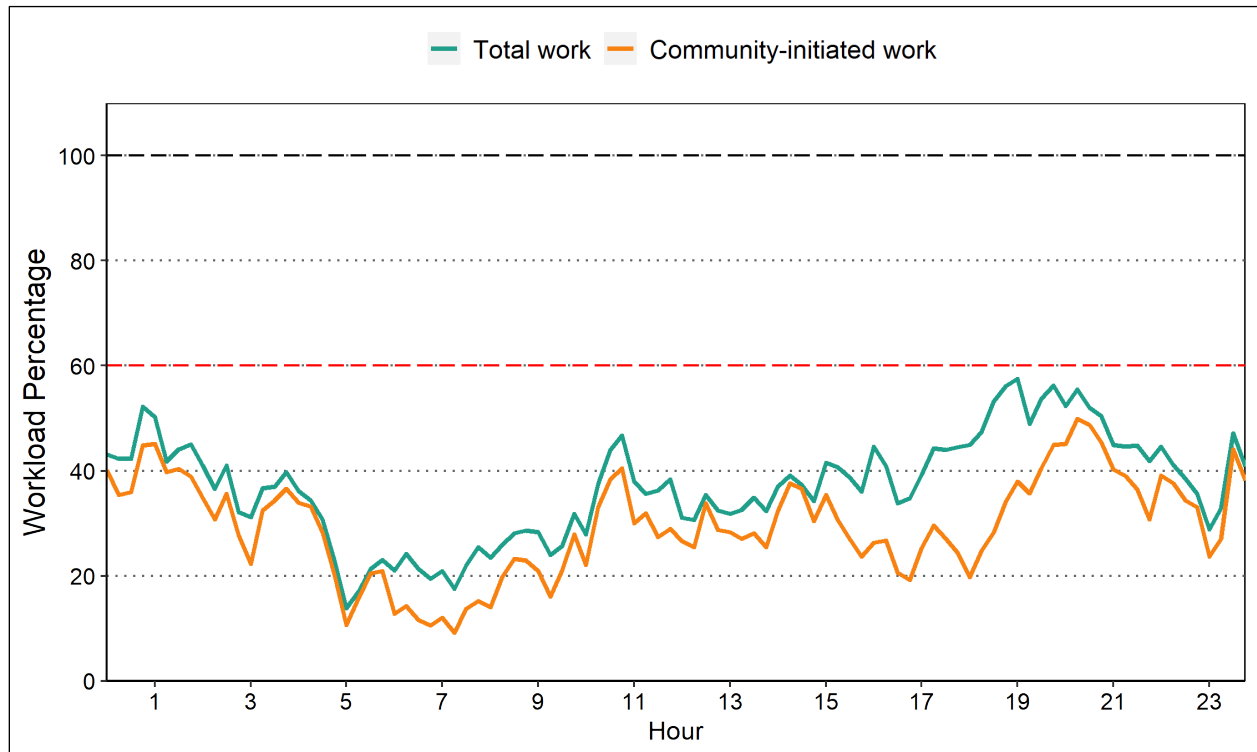
Workload v. Deployment – Weekends, Winter

Avg. Deployment: 6.5 officers per hour
Avg. Workload: 2.4 officers per hour
Avg. % Deployed (SI): 38 percent
Peak SI: 57 percent
Peak SI Time: 7:00 p.m. – 7:15 p.m.

FIGURE 5-9: Deployment and Workload, Weekdays, Summer 2021
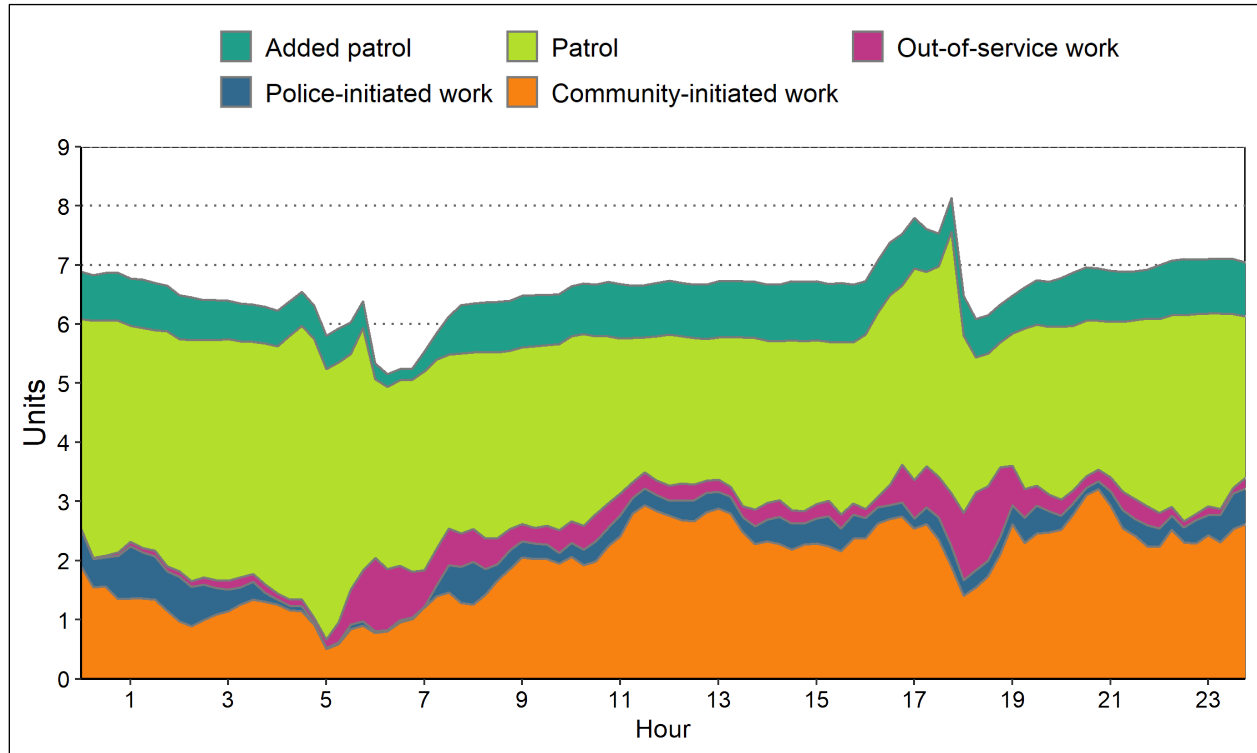
FIGURE 5-10: Deployed Units, Weekdays, Summer 2021
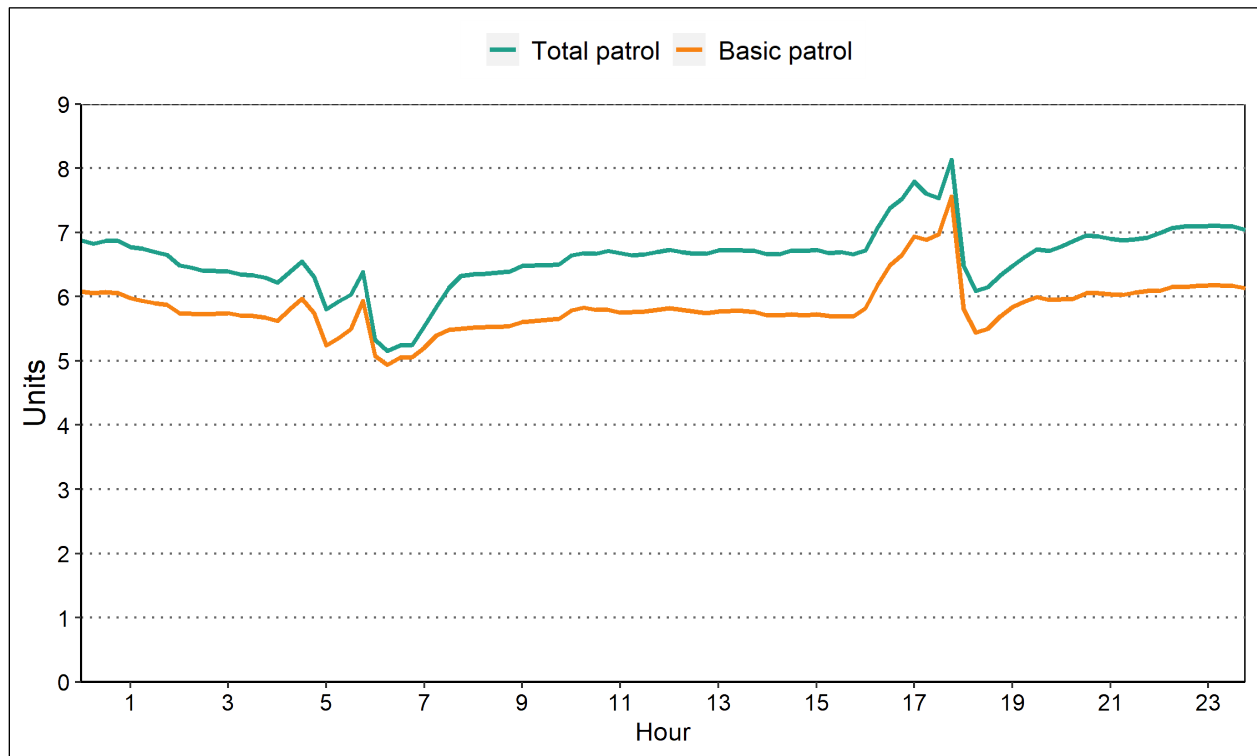
FIGURE 5-11: Percentage of Workload, Weekdays, Summer 2021
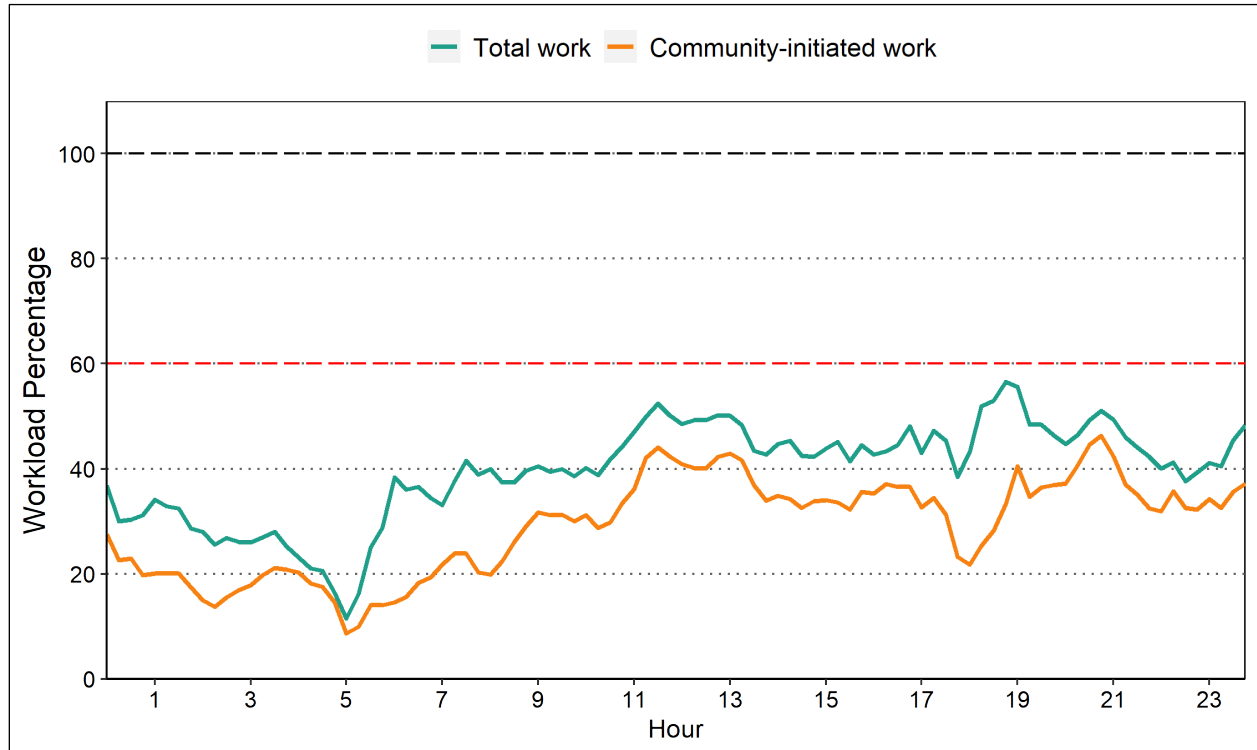
Workload vs. Deployment – Weekdays, Summer

Avg. Deployment: 6,6 officers per hour
Avg. Workload: 2.6 officers per hour
Avg. % Deployed (SI):   40 percent
Peak SI: 57 percent
Peak SI Time: 6:45 p.m. – 7:00 p.m.

FIGURE 5-12: Deployment and All Workload, Weekends, Summer 2021
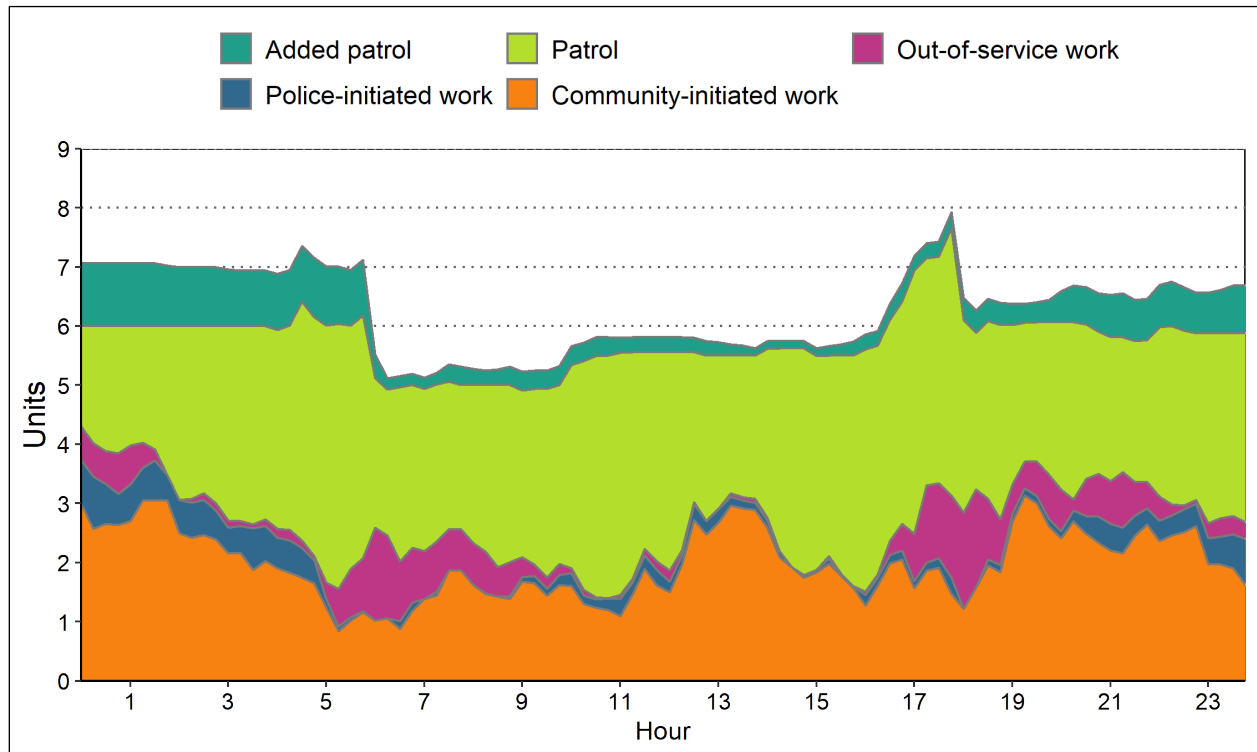
FIGURE 5-13: Deployed Units, Weekends, Summer 2021
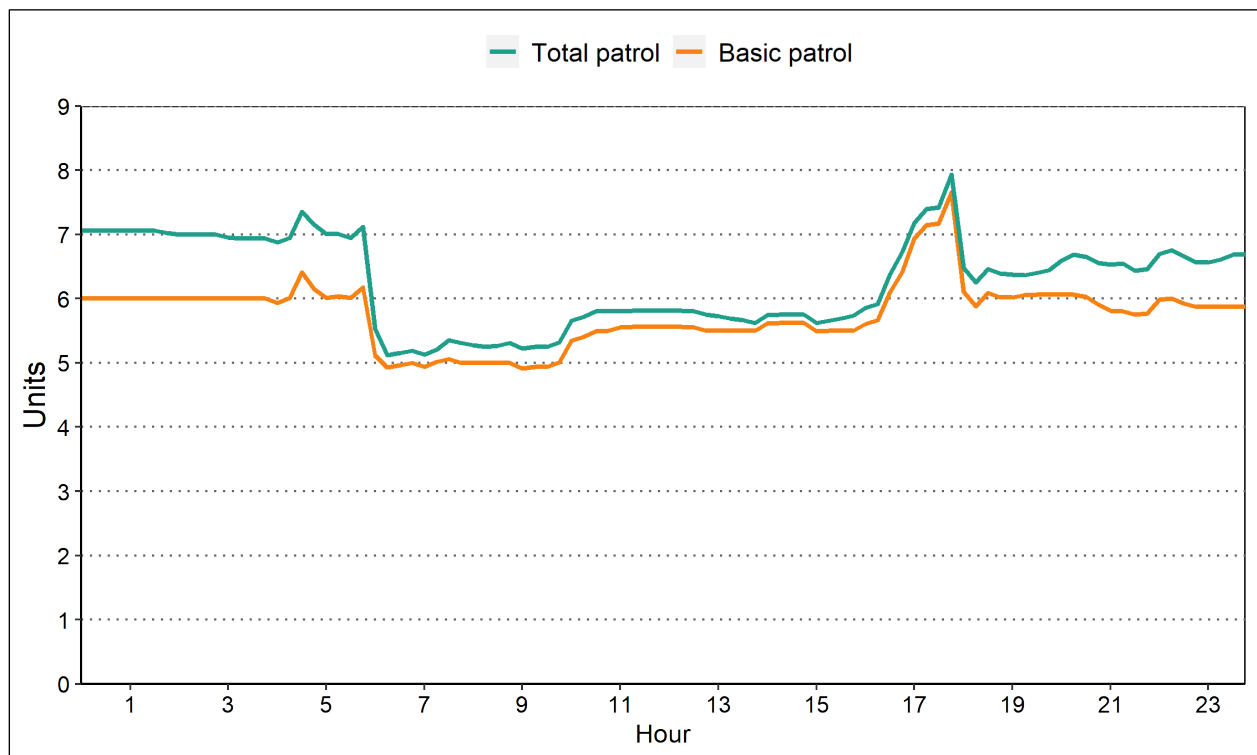
FIGURE 5-14: Percentage of Workload, Weekends, Summer 2021
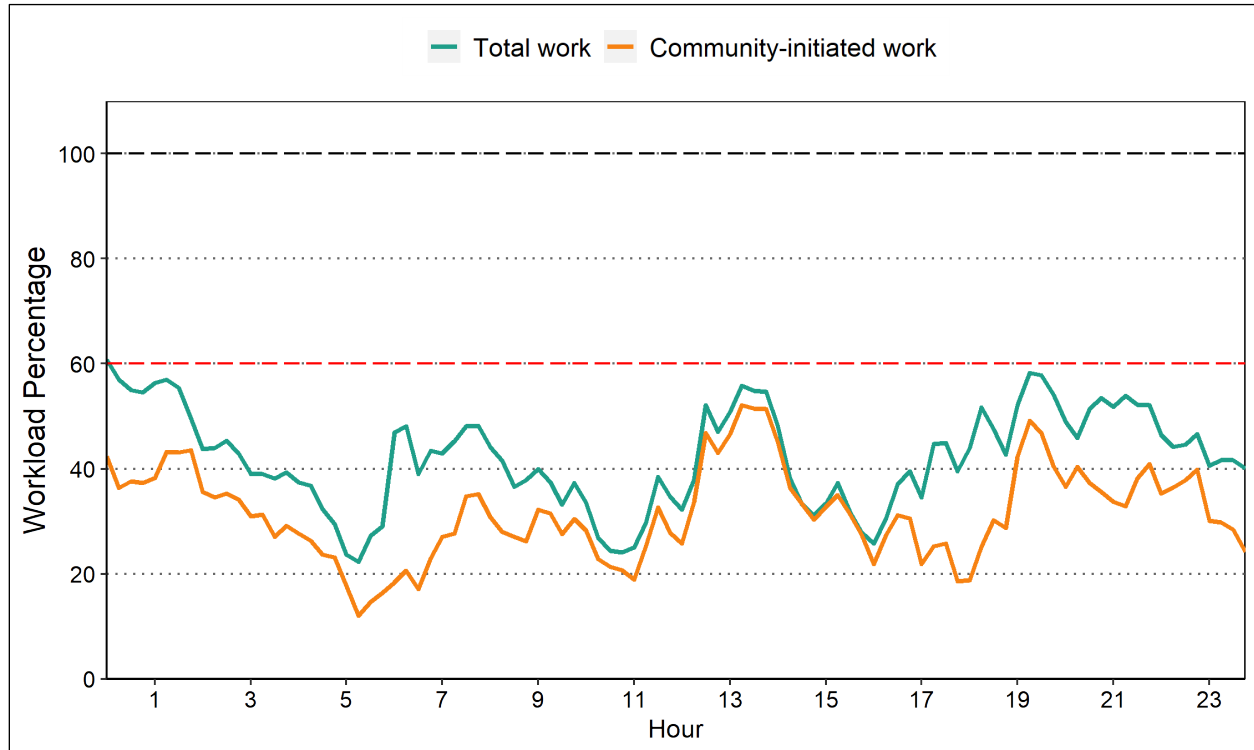
Workload v. Deployment – Weekends, Summer

Avg. Deployment:	6.3 officers per hour
Avg. Workload:	2.7 officers per hour
Avg. % Deployed (SI):	42 percent
Peak SI:	61 percent
Peak SI Time:	12:00 a.m. – 12:15 a.m.

The following table summarizes the workload and deployment in the four periods observed:

TABLE 5-7: Summary of Workload and Deployment

	Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
Avg. Officers Deployed:	7.0	6.5	6.6	6.3
Avg. Workload (No. of Officers Occupied):	2.7	2.4	2.6	3.7
Avg. % Deployed (SI):	39%	38%	40%	42%
Peak SI:	60%	57%	57%	61%
Peak SI Time:	6:30 p.m. – 7:30 p.m.	7:00 p.m. – 7:15 p.m.	6:45 p.m. – 7:00 p.m.	12:00 a.m. – 12:15 a.m.

The information in these figures reveals several important findings about the workload demands and patrol function.

The workload demands from the Town of Pembroke Park community present a typical daily distribution in policing. Call volume is low in the early morning hours and increases throughout the day, then peaks in the evening. The supply of officers also fits an expected pattern consistent with the two 12-hour shifts working throughout the day.

Peak workload saturation time appears to be after 6:30 p.m. on winter weekdays and weekends, and on summer weekdays. On summer weekends the peak is between midnight and 12:15 a.m. The peaks during the evening times are most likely related to the shift change that occurs at 6:00 p.m. As the day shift ends its tour it stops taking CFS, and as the night shift comes on duty, there will likely be a delay accepting assignments. The combination of this probably pushes CFS on hold until the shifts change and CFS can be answered by the oncoming shift. The average deployment appears sound. There is only a slight drop-off in available personnel from winter weekdays to weekends and summer weekdays to weekends.

Schedule and Staffing

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.

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.[2] 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 translate 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. However, 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 be a continual cycle of 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; this creates personnel "silos." Similarly, it is difficult to communicate between the "silos" and between the squads and the executive management of the department. Lastly, shifts configured with two 12-hour shifts meeting face-to-face, do not have any overlap. CPSM recommends that consideration be given to a 12-hour shift plan for the town of police department.

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2. 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).

12-Hour Shifts

The shift model that has considerable potential for a Town of Pembroke Park Police Department is one built on 12-hour shifts. There would be four main patrol shifts primarily responsible for handing CFS. Personnel assigned to the shifts would be responsible for conducting proactive enforcement, engaging in long-term problem-solving, and acting as a primary resource to the organized community. The officers in each shift would be assigned to be the liaison with specific community groups in the Town of Pembroke Park. On a day-to-day basis the police officers would interact with the organized communities in these neighborhoods, work on their long-term issues, and be available as a team to conduct enforcement operations directed at crime, disorder, and traffic.

The following table illustrates how the patrol resources might be organized under this model:

TABLE 5-8: 12-hour Shift Configuration

Squad	Shift	Lieutenant	Sergeant	Police Officer	Total
A	0600 x 1800	1	1	5	7
B	0600 x 1800		1	5	6
C	1800 x 0600	1	1	5	7
D	1800 x 0600		1	5	6
Total		**2**	**4**	**20**	**26**

The allocation presented in the above table requires the lieutenants to have a flexible schedule for days off in order to supervise and be available to both shifts A/B and C/D. Each shift would have a sergeant and five officers assigned to it. CPSM does not support the concept of patrol including reserve officers as full-time positions, since reserve officers do not have the same commitment and availability as full-time officers. Reserve officers can be beneficial, for example filling in occasional shifts or working special events, but should not be counted on as full-time staffing in patrol.

Schedule for Days-Off Rotation

CPSM recommends that the Town of Pembroke Park consider a shift plan with a rotation that limits the number of consecutive days worked, and as well provides for every other weekend off for patrol personnel. Days off under this plan would rotate on a biweekly basis. Each squad would have an alternating rotation of two-and-three day, on-and-off combinations. The rotation shown in the following table is commonly known as the "Pitman" schedule. Four squads work opposite each other. Two share the same work hours, and the other two share the same days off. The rotation permits each squad to have every other weekend off. This schedule calls for seven 12-hour shifts over the two-week period. This will result in 84 work hours. This will require the Police Chief to continue to manage the "Kelly" time with the schedule.

TABLE 5-9: Recommended Rotation for 12-hour Shift Deployment

	Day:	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Shift	**Squad**	M	T	W	H	F	Sa	Su	M	T	W	H	F	Sa	Su
6 x 18	A	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
6 x 18	B	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON
18 x 6	C	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
18 x 6	D	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON

Under this model, the sergeants could be tasked with overall responsibility for carrying out the strategic plan of the department, when created, and use their resources to reduce crime, disorder, and improve traffic safety and the response to community problems that are unique to their shifts. The sergeants would act as the drivers of these initiatives. Considering that many problems are unique to either day or night, the temporal assignment of responsibility, in addition to geographic or spatial responsibility would benefit the Town of Pembroke Park. A crime analyst would be of benefit to identifying crime trends and patterns to assist in the targeted delivery of police services.

Communities around the country are implementing what are known as neighborhood police teams of officers to address community problems. These teams work with the community and other units of the police department and city/state/federal officials to identify and solve community problems. These problems can range from crime, to traffic, to disorder, to schools, etc. Essentially, this approach incorporates the "S.A.R.A" process of community policing (scanning, analysis, response, and assessment) with problem-oriented policing to eliminate community problems.

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Organizational Chart

Taking into account the workload created by calls for service, the need to staff each squad/shift with enough personnel to account for vacation, sick time, etc., and safety concerns for having enough officers on patrol to deal with emergencies, CPSM recommends the following staffing for the Pembroke Park Police Department:

FIGURE 5-15: Recommended Staffing and Organizational Chart
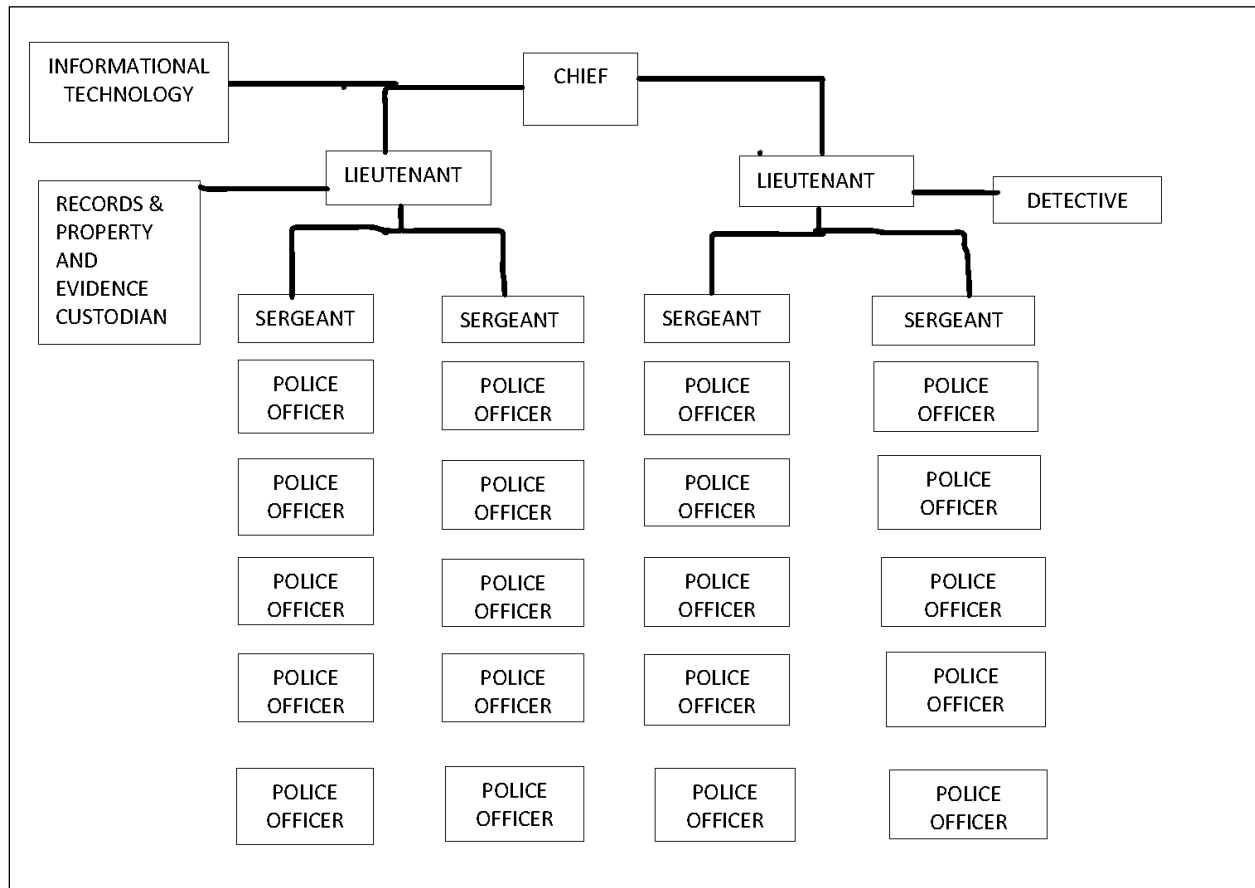
TABLE 5-10: Staffing Allocation

Position	Number of Staff	Employment Status
Chief	1	Full-time/Non-volunteer
Lieutenant	2	Full-time/Non-volunteer
Sergeant	4	Full-time/Non-volunteer
Police Officer	20	Full-time/Non-volunteer
Detective	1	Full-time/Non-volunteer
Records/Evidence Custodian	1	Full-time/Non-volunteer
IT Technician	1	Full-time/Non-volunteer
Total	**30**	N/A

Considerations in Hiring

Throughout the country, police departments and sheriff's offices are struggling to recruit quality police officers. Many departments are down a significant number of sworn positions. Current day events, the media, and occupations that are more attractive financially are some of the reasons for the difficulties in hiring and retention. If the Town of Pembroke Park takes the approach of hiring only laterals into the new police department, the pool of candidates will be even smaller. At the same time, hiring individuals to attend the police academy can be difficult due to costs.

CPSM recommends that reserve officers and volunteers not be counted on as full-time positions as they have other obligations and there is significant potential liability raise by the use of volunteers who may not be covered by worker's compensation. CPSM requested the Town of Pembroke Park provide CPSM with any citizen complaint data about police services provided by Broward County Sheriff's Office. No written data was provided.

The Town of Pembroke Park must have a robust screening process for hiring that reflects current standards in the industry. Additionally, the Town needs to consider that the police department should reflect the community it serves. The demographics provided by the U.S. Census show that the town's population is 52.3 percent African American, 39.0 percent Hispanic, and 16.2 percent White alone, not Hispanic or Latino. The Town of Pembroke Park should make every effort to have the police department reflect the community the police serve.

Financial Impact

Communities deserve to have quality police services. Safety is a basic human need and communities more than ever have a fear of crime. However, another aspect to consider is the financial impact when a town or city decides to create its own police department. There are significant start-up costs for personnel, equipment, and capital outlay.

This section of the report will compare the costs of the Town of Pembroke Park operating its own police department compared to the cost of the contract with the Broward County Sheriff's Office, which is slated to be terminated in September 2022. All financial figures are provided by the consultant/Police Chief and the Town's Finance Director. CPSM developed the staffing model that was used to project costs.

The consultant/Police Chief's projection was for an annual cost of $2,750,000.00 for the Town of Pembroke Park to have its own police department. The Town Commission approved a budget for that amount. (This data was extracted from the consultant/Police Chief's PowerPoint presentation.) On August 13, 2021, in a memorandum from the Town Manager to the Finance Director, the Manager asked for an additional $475,000.00 than what had been approved to support the creation of the police department. Provisions were made to support the new, projected budget.

The Finance Director developed projections (as provided in an Excel spreadsheet, no date provided) as to the costs for the current contract with Broward County Sheriff's Office, the approved budget for FY 2022, concurrent costs for the Broward County Sheriff's Office contract for one year and initial start-up costs for the Pembroke Park Police Department, and for annual operation of a stand-alone police department. The following table provides the comparison figures for the total costs for the four categories extracted from the spreadsheet.

TABLE 5-11: Comparison Cost Figures*

FY 2021 Actual Pre-Audit (Cost of Broward County Sheriff's Office Contract)	FY 2022 Approved Budget	Broward County Sheriff's Office Full-Year & Initial Start-up Costs for Pembroke Park Police Department	Stand Alone Police Department Projected
$3,397,422	$3,641,030	$4,071,003	$3,538,276

Note: *Town of Pembroke Park calculations.

Another Excel spreadsheet (no date) provided cost information pertaining to items such as equipment, IT, and other equipment/services that still needed to be purchased for the police department. The following table lists these projections.

TABLE 5-12: Cost of Equipment and IT Purchased, and Cost of Items/Services that Still Need to be Purchased

Equipment Purchased	IT Purchased	Items That Need to be Purchased
$710,123.50	$275,251.81	$294,216.00

Finally, the following table provides an updated budget that reflects the staffing model provided by CPSM. This budget was created by the Finance Director of Pembroke Park.

TABLE 5-13: Updated Budget with Staffing of 20 Police Officers

Total Personal Services	$2,276,000
Total Payroll Expenditures	$1,502,137
Total Operating Expenditures	$526,076
Total Debit Service	$276,000
Total Law Enforcement	$4,580,213

As well, following are additional costs projected by Chief David Howard on Wednesday, 4/20/22, provided to CPSM at 1010 hours via email, and which are not included in the above table.

- $350 for janitorial per month (no change in price from current).

- $405 (estimated) per firearm for an additional 10. The vendor is trying to honor our previous price of $405.

- Lease for Motorola body-worn cameras; $139,000 for a five-year lease.

- No information as yet for Tasers through Axion; waiting for quote.

- $0 for use of gun range.

- $0 for use of driving range.

- Additional training ammo annually, $1,675.

- $892 for duty ammo, good for 3 years.

- Estimate of $10,000 for printing/office supplies annually.?

- $405,000 for nine additional marked police vehicles a take-home vehicle program ($45,000 each; life of five years).

- $84,000 for three unmarked vehicles from the Sheriff's contract at a cost of from $28,000 to $84,000; vehicles should last 5 to 8 years.

- All training will be conducted in-house either in-person or via PowerDMS, etc. External training will be conducted through the region if possible or we will bring in SMEs and open the training up to outside agencies for a fee so that we can send our officers at no cost.

At a minimum, these additional costs would bring the budget to more than $5 million. The Town of Pembroke Park's leadership needs to determine if the town can afford the increased costs in police services (compared to initial approved projections and budget) to operate its own police department. More importantly, can the Town sustain the financial impact over time? Strong consideration should be given to the sustainability question over time as the Town of Pembroke Park has a poverty rate of 22.5 percent of the town's population.

Conclusion

CPSM has provided data for the Town of Pembroke Park's leadership as to the staffing needs for the Town of Pembroke Park Police Department based on calls for service data extracted from the Broward County's Sheriff's Office computer-aided dispatch system. Additionally, documentation was provided by the Pembroke Park Police Chief, City Manager, and Finance Director to project costs based on the staffing levels provided by CPSM. Therefore, the research questions that formed the basis of this report have been answered. Again, these questions are:

- What are the staffing needs for the Town of Pembroke Park Police Department?

- What are the estimated costs to begin and operate a Town of Pembroke Park Police Department compared to the costs of the Broward County Sheriff's Office contractual police services?

Chosen Path

The Town Commission is provided this report to help it determine the feasibility of continuing to stand up a town police department. As we said earlier, this decision has both a financial aspect and a political aspect. The financial aspect is: Can the Town of Pembroke Park sustain the costs associated with having its own police department? The political aspect is: Have the residents of Pembroke Park had the opportunity to voice their opinion as to which path the town would like to pursue: town police department versus contractual police services? These are the two primary factors for the Pembroke Park Commission members to consider and make an informed choice as to the direction of the town in terms of police services.

ADDENDUM 1: CPSM DOCUMENTATION REQUEST

Center for Public Safety Management
Request for Documentation Pertaining to Pembroke Park Police Department

1. Recalculate the budget using the following staffing levels:
   1 Chief
   2 Lieutenants
   4 Sergeants
   20 Police Officers
   1 Detective
   1 Records and Evidence Custodian
   1 IT Technician

   Note: CPSM does not use population ratios for staffing. CPSM utilizes extensive data from the CAD system and examines calls for service as a more complete measurement of workload.

2. What is the workplan for recruitment and the timeline for hiring? Will hiring methodology include both certified hires and sponsoring recruits through the academy if the pool of certified police officers is not sufficient?

3. Upon hiring police officers, they need to attend a Field Training Program. What is the department's methodology for obtaining police officers that complete a certified Field Training Officer's course? Will there be specialty pay for Field Training Officers? What is the timeline for implementation of the department's Field Training Program? Who will serve as the Field Training Coordinator and records keeper?

4. What is the methodology and timeline for implementation of an in-house mandatory training program? Who will be responsible for maintaining the department's training records with the Florida Department of Law Enforcement? Who will serve as a high liability training instructor (firearms, driving, defensive tactics) and ensuring all mandatory training is completed in the required cycle?

5. Did the department budget for training costs to include: ammunition, range fees, driving track rentals, location to conduct defensive tactics, and ability to send officers to specialized schools that have fees?

6. Is the department going to have a crime analyst, and if so, who will be trained for that function? What are the projected training costs for this position?

7. What tasks have been completed in the timeline displayed in the PowerPoint? Please create a timeline which accounts for tasks that have been completed as of March 2022. Consider extending the timeline for accreditation due to the proofs/evidence required for each standard. Who will be handling the accreditation process?

ADDENDUM 2: RESPONSES TO CPSM DOCUMENTATION REQUEST

Center for Public Safety Management
Request for Documentation Pertaining to Pembroke Park Police Department

Responses

(1) Recalculate the budget using the following staffing levels:

1 Chief
2 Lieutenants
4 Sergeants
20 Police Officers
1 Detective
1 Records and Evidence Custodian
1 IT Technician

Note: CPSM does not use population ratios for staffing. CPSM utilizes extensive data from the CAD system and examines calls for service as a more complete measurement of workload.

I presume this request is for the finance director.

(2) What is the workplan for recruitment and the timeline for hiring?

Recruitment efforts have been ongoing for about one year now with applications arriving daily. Due to the most recent delay, we are again going to reinitiate the background process within the next 60 to 90 days. Currently, the Police Chief has been and will continue to participate at various hiring events throughout the tri-county area, which are tailored to law enforcement recruitment. Advertising material will also be provided to the police academies in the tri-county area as part of the department's recruitment campaign, as well as attending CJBAT and physical agility testing for potential recruits. Once a budget is established and hiring has been approved, it is anticipated that the hiring process could be completed within 120 days.

Will hiring methodology include both certified hires and sponsoring recruits through the academy if the pool of certified police officers is not sufficient?

My current focus is on certified officers with previous experience as the initial hires. Presently, sponsoring recruits through an academy is cost prohibitive. The Governor's incentive pay program, designed to attract certified officers from other states, has opened the candidate pool – benefiting many departments throughout the State of Florida. At the opening stage, I will not have the time nor the budget to hire newly minted officers and take them through an FTO process – as we currently do not have working officers with which to train them. I have spoken extensively with my FDLE representative, and I am developing an in-house onboarding process for our initial hires, who will all be experienced officers. After that, we will move forward with a defined FTO program starting with our reserves, etc. Understandably, I cannot start the process until I know when I will be able to hire. You will note several delays as you review the progress thus far: (1) the timeline of uncertainty of onboarding with ORCAT, (2) our RMS issues, and (3) pauses in progress at the Town Manager's instruction. Thankfully, as of this week, the RMS issue appears to be resolving. I have not even been able to schedule a meeting

with ORCAT, but we have <u>finally</u> purchased the CAD licenses. Additionally, our CAD designator must be changed from the current 19 to ?. Once these issues are resolved, I can start again on the background/hiring process.

(3) Upon hiring police officers, they need to attend a Field Training Program. What is the department's methodology for obtaining police officers that complete a certified Field Training Officer's course?

I'm not sure if I understand your question so, please let me know if I have addressed it sufficiently. The current applicant pool has several officers that have been identified as having completed an FTO program previously and have several years of experience. These officers will receive special consideration during our hiring process. Once we're open, others expressing an interest will be able to attend Instructor Techniques and FTO. To open, I am working with FDLE to create an onboarding program that will include training brief, policy, and other reviews as initially we will not be able to provide a formal FTO program as a brand new agency.

Will there be specialty pay for Field Training Officers?

I am reviewing several options as it relates to compensation for FTO's as well as a step plan.

What is the timeline for implementation of the department's Field Training Program?

The rough draft of the program was provided to you, please let me know if you do not see it in the documents uploaded; however, we still must migrate what we have onto a computerized platform as I feel that's best for documentation purposes. We have purchased Guardian Tracking for IA purposes and it does have an FTO component; however, I have not had the time to begin the migration process. With the addition of four reservists and one volunteer I hope to have the assistance I need to hone this program moving forward.

Who will serve as the Field Training Coordinator and records keeper?

My thought is that a Sergeant will supervise the program while the Patrol Commander will ensure program integrity.

(4) What is the methodology and timeline for implementation in-house mandatory training program?

As of this week, I onboarded a volunteer with an extensive high-liability training background. We discussed the initial onboarding of our officers and our training needs and scheduling moving forward. This conversation included both high-liability and other training requirements.

Who will be responsible for maintaining the department's training records with the Florida Department of Law Enforcement?

I am responsible; however, training will be handled by certified FDLE trainers who are currently being onboarded as reserves. I do not anticipate the need for a "training division" as the agency is so small. We currently maintain folders for all sworn in accordance with FDLE mandates and we will soon begin the process of lesson plan creation, maintenance etc.

Who will serve as a high liability training instructor (firearms, driving, defensive tactics) and ensuring all mandatory training is completed in the required cycle?

Currently, I have a volunteer (as of this week) filling this role, but moving forward I will appoint a Sergeant or above to ensure FDLE compliance. Documentation will be both in paper and computerized forms. Power DMS, Sierra Pacific Training, and Guardian tracking will also play a pivotal role in ensuring both officer compliance, standardization of training, and proper documentation. FDLE provides much support in these areas. The funding they provide to agencies through trust-fund dollars will ensure our officers are receiving the training necessary to enable us to compete with larger agencies. Additionally, surrounding agencies have offered us training slots as they have openings.

(5) Did the department budget for training costs to include: ammunition, range fees, driving track rentals, location to conduct defensive tactics, and ability to send officers to specialized schools that have fees?

We have previously ordered and received ammunition and I have asked for assistance from several of the larger agencies in our area for the use of their ranges and tracks. However, the costs are anticipated to be about $700.00 per year if we utilize Broward College for our range and track needs. I have purchased and received 2,000 rounds of range ammo and am in discussions with our newly acquired Training Volunteer to see what our ammunition needs will be moving forward. These discussions also include Taser, OC, Defensive Tactics, driving, and other high-liability training and frequency. Officers will be encouraged to attend Region funded training at no cost to the Town. As of this moment, the Police Department has no budget, as it is my understanding that finance only tracks costs incurred. Refer to response in question #4; FDLE provides enough trust fund dollars to support officers' attendance in specialized schools. There are training resources, provided by state and federal dollars, to assist in the continual development of officers during the initial phases of implementation.

(6) Is the department going to have a crime analyst, and if so, who will be trained for that function? What are the projected training costs for this position?

I have spoken to the leadership at Broward State, and other surrounding colleges and have offered them an unpaid internship for this function, as well as GIS and other positions. They seemed eager to incorporate our agency into their curriculum, however due to the constant delays I have not pursued it further. I have had great success with these programs at my previous employer, as I created/supervised both a COMSTAT and Crime Analyst program. Since I contacted these colleges, it is my understanding that the Town Manager has ceased all GIS efforts for the Police. As such, I won't be able to utilize this comprehensive tool until such time as we have a functioning GIS program/product. Additionally, FDLE offers the Florida Law Enforcement Analyst Training, and the Florida Law Enforcement Analyst Academy. FDLE currently covers the cost of training; however, transportation to, during, and from training, lodging and per diem would be the responsibility of the Town. The courses are offered throughout the state every year, my goal would be to have an officer, volunteer, or other interested employee attend one of the courses offered in the tri-county area to minimize associated costs.

(7) What tasks have been completed in the timeline displayed in the PowerPoint? Please create a timeline which accounts for tasks that have been completed as of March 2022?

Consider extending the timeline for accreditation due to the proofs/evidence required for each standard. Who will be handling the accreditation process?

Because I am not permitted to be a part of any communications with your group, I am not sure what timeline you're referring to. If you could kindly point me to the timeline and/or PowerPoint you are referencing, I can better answer your question.

Accreditation will be through the Commission for Florida Law Enforcement or CFA. We have already initiated our intent with CFA regarding becoming an accredited agency and have received grant funding for training and fees for this year. An Accreditation Manager has been selected and will be attending AM training next week. She has also been provided a mentor, etc. Proofs of compliance, as you are aware, are much less obtrusive for an initial assessment then for ensuing assessments every three years. My goal is to call for our initial assessment within 12 months of being operational. I have more than 10 years of experience as an accreditation manager for the largest agency in Palm Beach County, and we were both CFA and CALEA accredited. We also accredited our dispatch operations center during that time. Once I have staff onboard, I will be able to provide an agency-specific policy and procedure manual and move forward with obtaining accredited status. If unable to meet our 24-month commitment to schedule and obtain an assessment we will contact our Program Manager and request an extension.

ADDENDUM 3. UPDATED POLICE BUDGET CALCULATIONS, 20 OFFICERS

Town of Pembroke Park
Stand Alone - Police Department - (20 Officers)

General Ledger Code/Description		Stand Alone Department
		Projected
	Personal Services	
001-520521-120000-00-0000	Salaries	$ 2,107,500
001-520521-140000-00-0000	Overtime	168,500
	Total Personal Services	**$ 2,276,000**
	Payroll Expenditures	
001-520521-210000-00-0000	FICA Taxes Expense	$ 174,114
001-520521-220000-00-0000	Employee Retirement Expense	589,256
001-520521-230001-00-0000	ALL Insurances	697,500
001-520521-240000-00-0000	Workers' Compensation	41,267
	Total Payroll Expenditures	**$ 1,502,137**
	Operating Expenditures	
001-520521-450002-00-0000	Insurance Expense Prop-General Liability	$ 54,854
001-520521-340006-01-0000	Town Hall - Janitorial	$ 2,500
001-520521-340007-00-0000	Contractual Services/Computer Related Service	$ 8,700
001-520521-340004-00-0000	Various Contractual Services	$ 156,522
001-520521-460060-00-0000	Maintenance - Equipment	$ 20,000
001-520521-510001-00-0000	Office Supplies	$ 7,500
001-520521-520003-000000	Uniforms	$ 10,000
001-520521-520900-04-0000	BSO - Traffic Enforcement	$ -
001-520521-521001-00-0000	Gasoline Costs	$ 156,000
001-520521-599999-00-0000	Miscellaneous Expense	$ 100,000
001-520521-640003-00-0000	Equipment	$ 10,000
	Total Operating Expenditures	**$ 410,076**
	Debt Service	
001-520521-710000-00-0000	Debt Service - Principal Payment	$ 233,069
001-520521-720000-00-0000	Debt Service - Sinking Fund Interest	42,931
	Total Debt Service	**276,000**
Total Personal Services		**$ 2,276,000**
Total Payroll Expenditures		**$ 1,502,137**
Total Operating Expenditures		**$ 526,076**
Total Debt Service		**$ 276,000**
TOTAL LAW ENFORCEMENT		**$ 4,580,213**

Town of Pembroke Park
Detail - Various Contractual Services

Vendor	Amount		Description
Central Square	$	17,000	RMS
Premier One		3,000	CAD
Enterprise		7,392	Maintenance
Axon		58,557	Body Cameras
Dell		16,724	Servers
Teletype		25,000	Estimate
Crown Castle		10,200	Fiber
Blumira		3,600	Cybersecurity
Powernet - Firewall		4,917	Firewall
Cybertech		1,570	Anti-Virus
Power DMS		5,000	
Guardian Tracking		1,562	
Net Motion		2,000	
	$	156,522	

Town of Pembroke Park
Employee Listing with Salaries

Position		Annual Salary		Totals by Position
Chief	$	115,000	$	115,000
Lieutenants		95,000		190,000
Sergeants (4)		80,000		320,000
Officcers (20)		65,000		1,300,000
Detective		65,000		65,000
Administartive Assistant		50,000		50,000
Record & Evidence Custodian		35,000		35,000
IT Technician		32,500		32,500
			$	2,107,500

Overtime

10% of hourly employees   168,500

Fica Expense	7.65%	174,114
Retirement Expense	25.89%	589,256
Medical & Life Insurance		697,500
Workers Compnesation		41,267

Total Payroll & Payroll Benefits	3,778,137

SECTION 6. DATA ANALYSIS

This analysis of police patrol operations for the Town of Pembroke Park 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 police department's personnel and financial commitment.

All information in this analysis was developed using data recorded by Broward County's computer-aided dispatch (CAD) system.

CPSM collected data for one year, January 1, 2021, through December 31, 2021. The majority of the first section of the analysis, concluding with Table 6-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2021, or winter, and the second period is from July 7 through August 31, 2021, or summer.

While we focused on calls within Pembroke Park, at times we expanded our analysis to include the entire South Broward district. This includes:

- Tables and figures focusing on call, workload, and response times by beat and location (Tables 6-11 and 6-20; Figures 6-11 and 6-30).

- Analyzing how different Broward County units responded to calls in both cities and beyond (Tables 6-12 and 6-13).

- We do not think that it is helpful to focus on the location of noncall activities, so we examined all noncall activities by South Broward district patrol units.

- Some South Broward district units were assigned to both cities. Also, district units responded to calls in both cities regardless of their assignment. For these reasons, the deployment section covers all South Broward district patrol units.

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 test 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 the department's 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., units spent less than 30 seconds on scene), "police-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 unit 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 several issues when analyzing the department's dispatch data for calls within Pembroke Park. We made assumptions and decisions to address these issues.

- 429 events (about 6 percent) involved patrol units spending zero time on scene.

- The computer-aided dispatch (CAD) system used approximately 107 different event descriptions, which we condensed into 14 categories for our tables and 9 categories for our figures (shown in Chart 6-1). Table 6-22 in the appendix shows how each call description was categorized.

Between January 1, 2021, and December 31, 2021, the communications center recorded approximately 6,785 events within Pembroke Park involving a responding patrol unit. When measured daily, the department was dispatched to an average of 18.6 patrol-related events per day, approximately 6.3 percent of which (1.2 per day) had fewer than 30 seconds spent on the call.

We show two types of data in the following pages: 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 6-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist other agency	Assist
Crime–person	Crime
Crime–property	
Disturbance	Disturbance
Civil matter	General noncriminal
Mental health	
Miscellaneous	
Investigation	Investigation
Police service	Police service
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

FIGURE 6-1: Percentage Events per Day, by Initiator
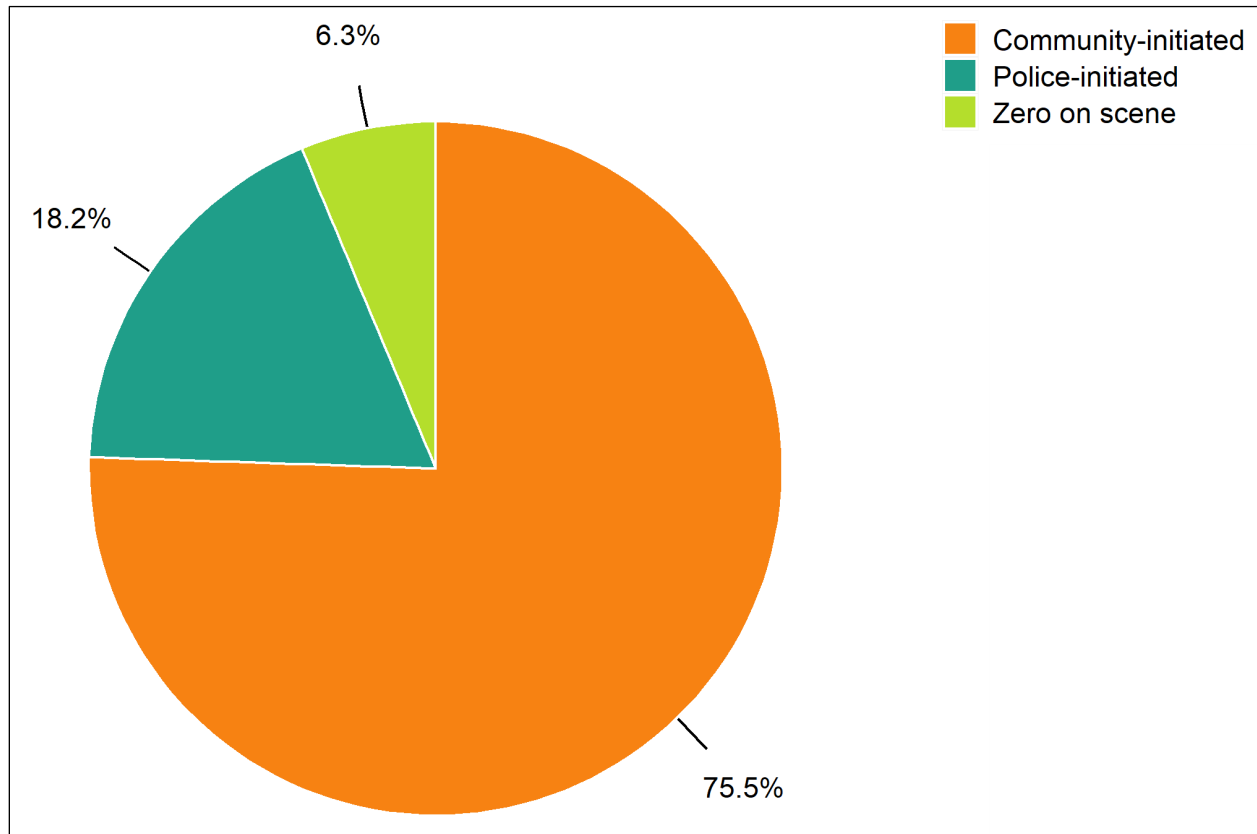
Note: Percentages are based on a total of 6,785 events.

TABLE 6-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	5,124	14.0
Police-initiated	1,232	3.4
Zero on scene	429	1.2
Total	**6,785**	**18.6**

Observations:

- 6 percent of the events had zero time on scene.

- 18 percent of all events were police-initiated.

- 76 percent of all events were community-initiated.

- There was an average of 19 events per day or 0.8 per hour.

FIGURE 6-2: Percentage Events per Day, by Category
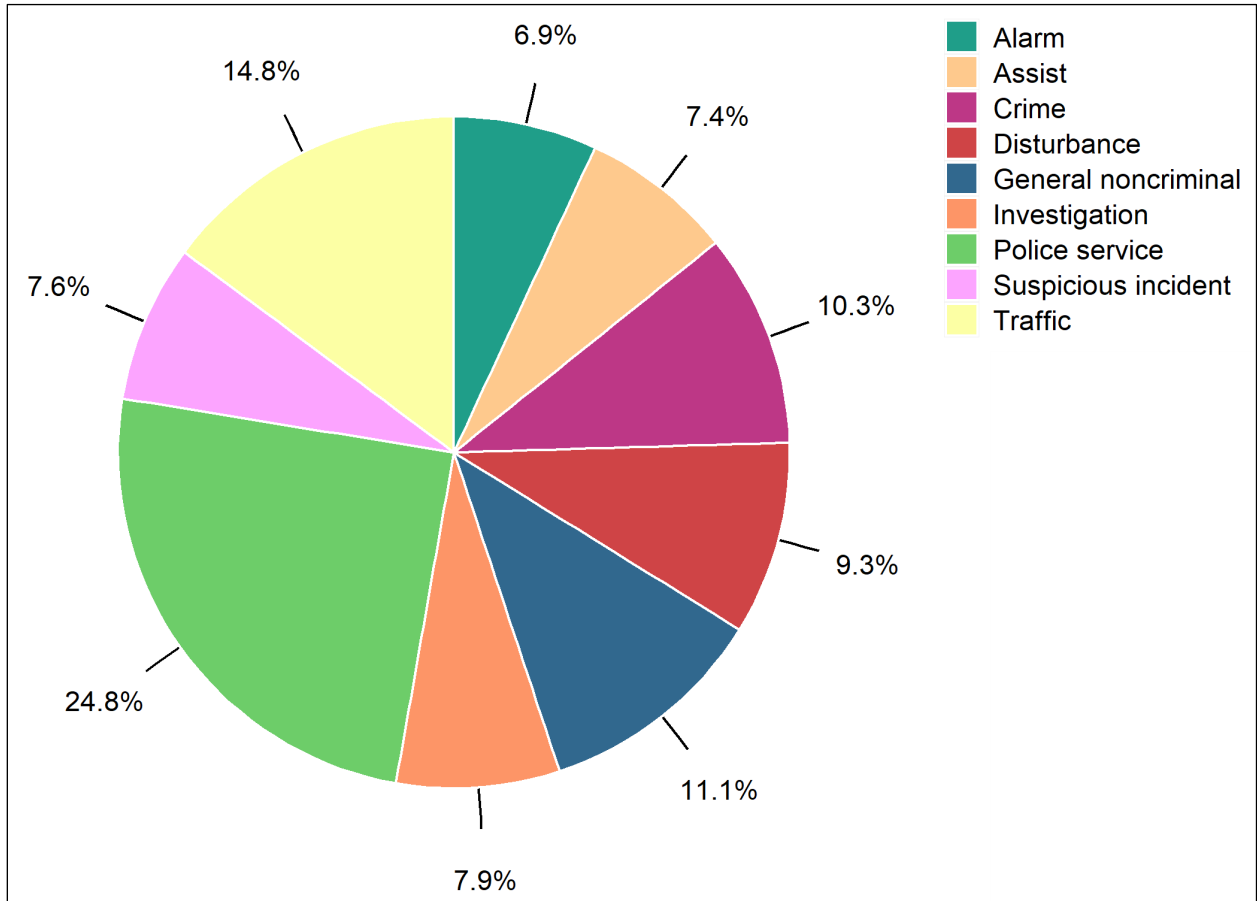
Note: The figure combines categories in the following table according to the description in Chart 6-1.

TABLE 6-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	608	1.7
Alarm	468	1.3
Assist other agency	499	1.4
Civil matter	266	0.7
Crime–person	207	0.6
Crime–property	491	1.3
Disturbance	631	1.7
Investigation	533	1.5
Mental health	89	0.2
Miscellaneous	396	1.1
Police service	1,683	4.6
Suspicious incident	516	1.4
Traffic enforcement	347	1.0
Traffic stop	51	0.1
Total	**6,785**	**18.6**

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

Observations:

- The top four categories accounted for 61 percent of events.
  - 25 percent of events were police services.
  - 15 percent of events were traffic-related.
  - 11 percent of events were general noncriminal.
  - 10 percent of events were crimes.

FIGURE 6-3: Percentage Calls per Day, by Category

Pie chart legend:
- Alarm
- Assist
- Crime
- Disturbance
- General noncriminal
- Investigation
- Police service
- Suspicious incident
- Traffic

Chart values: 7.0%, 7.2%, 10.4%, 9.3%, 11.1%, 7.3%, 25.1%, 7.7%, 14.9%

Note: The figure combines categories in the following table according to the description in Chart 6-1.

TABLE 6-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	580	1.6
Alarm	445	1.2
Assist other agency	455	1.2
Civil matter	250	0.7
Crime–person	199	0.5
Crime–property	464	1.3
Disturbance	591	1.6
Investigation	465	1.3
Mental health	87	0.2
Miscellaneous	369	1.0
Police service	1,593	4.4
Suspicious incident	492	1.3
Traffic enforcement	317	0.9
Traffic stop	49	0.1
Total	**6,356**	**17.4**

Note: The focus here is on recorded calls rather than recorded events. We removed 429 events with zero time on scene.

Observations:

- On average, there were 17.4 calls per day or 0.7 per hour.

- The top four categories accounted for 61 percent of calls:

  □ 25 percent of calls were police services.

  □ 15 percent of calls were traffic-related.

  □ 11 percent of calls were general noncriminal.

  □ 10 percent of calls were crimes.

FIGURE 6-4: Calls per Day, by Initiator and Month
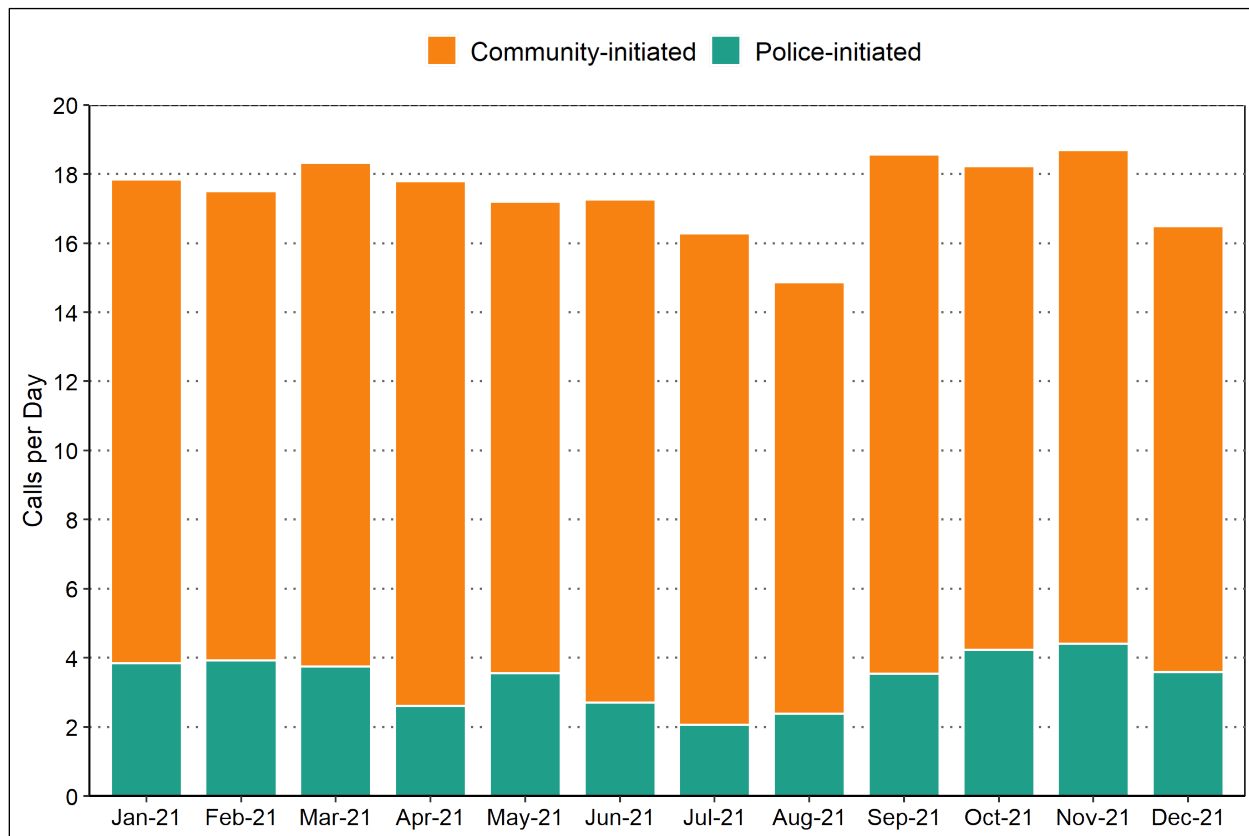
TABLE 6-4: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	14.0	13.6	14.6	15.2	13.6	14.6	14.2	12.5	15.0	14.0	14.3	12.9
Police	3.8	3.9	3.7	2.6	3.5	2.7	2.1	2.4	3.5	4.2	4.4	3.6
Total	**17.8**	**17.5**	**18.3**	**17.8**	**17.2**	**17.3**	**16.3**	**14.9**	**18.6**	**18.2**	**18.7**	**16.5**

Observations:

■ The number of calls per day was lowest in August.

■ The number of calls per day was highest in September and November.

■ The months with the most calls had 26 percent more calls than the months with the fewest calls.

■ November had the most police-initiated calls, with 113 percent more than July, which had the fewest.

■ April had the most community-initiated calls, with 22 percent more than August, which had the fewest.

FIGURE 6-5: Calls per Day, by Category and Month
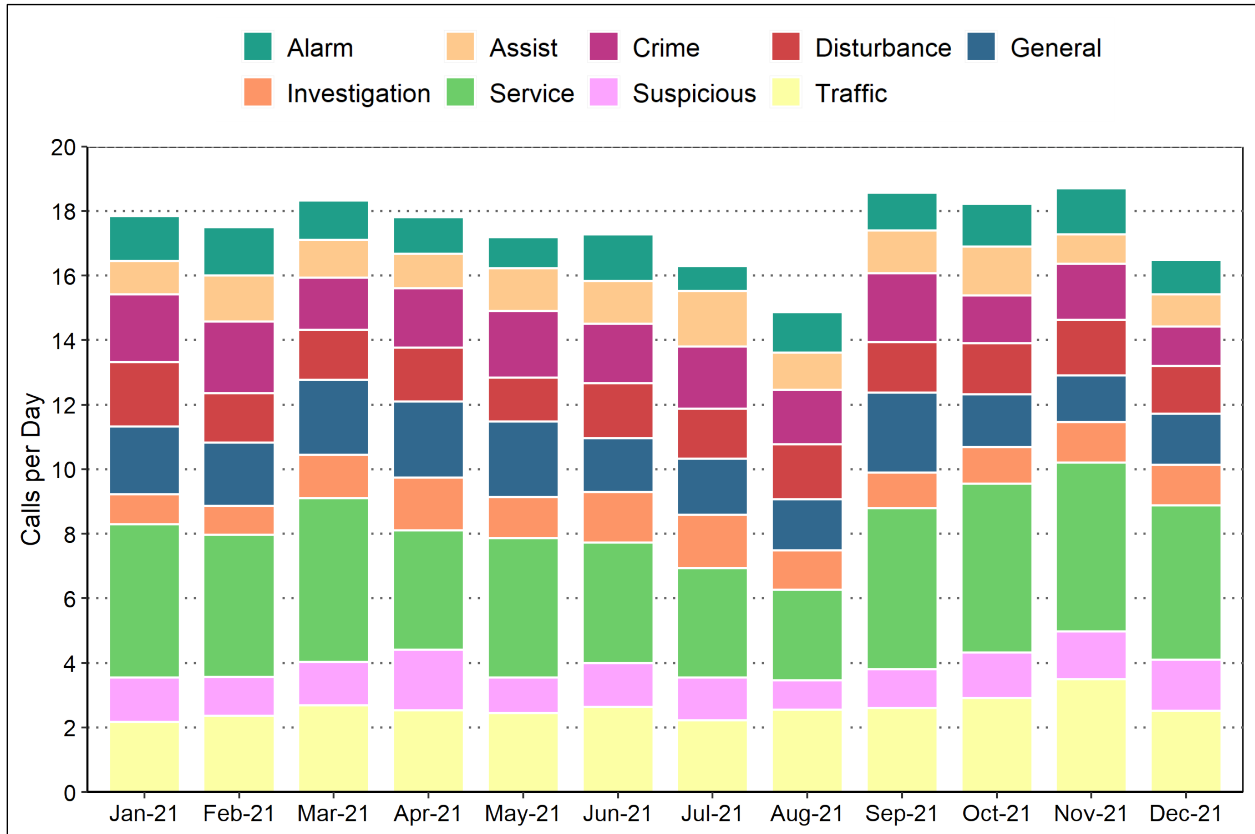
Note: The figure combines categories in the following table according to the description in Chart 6-1.
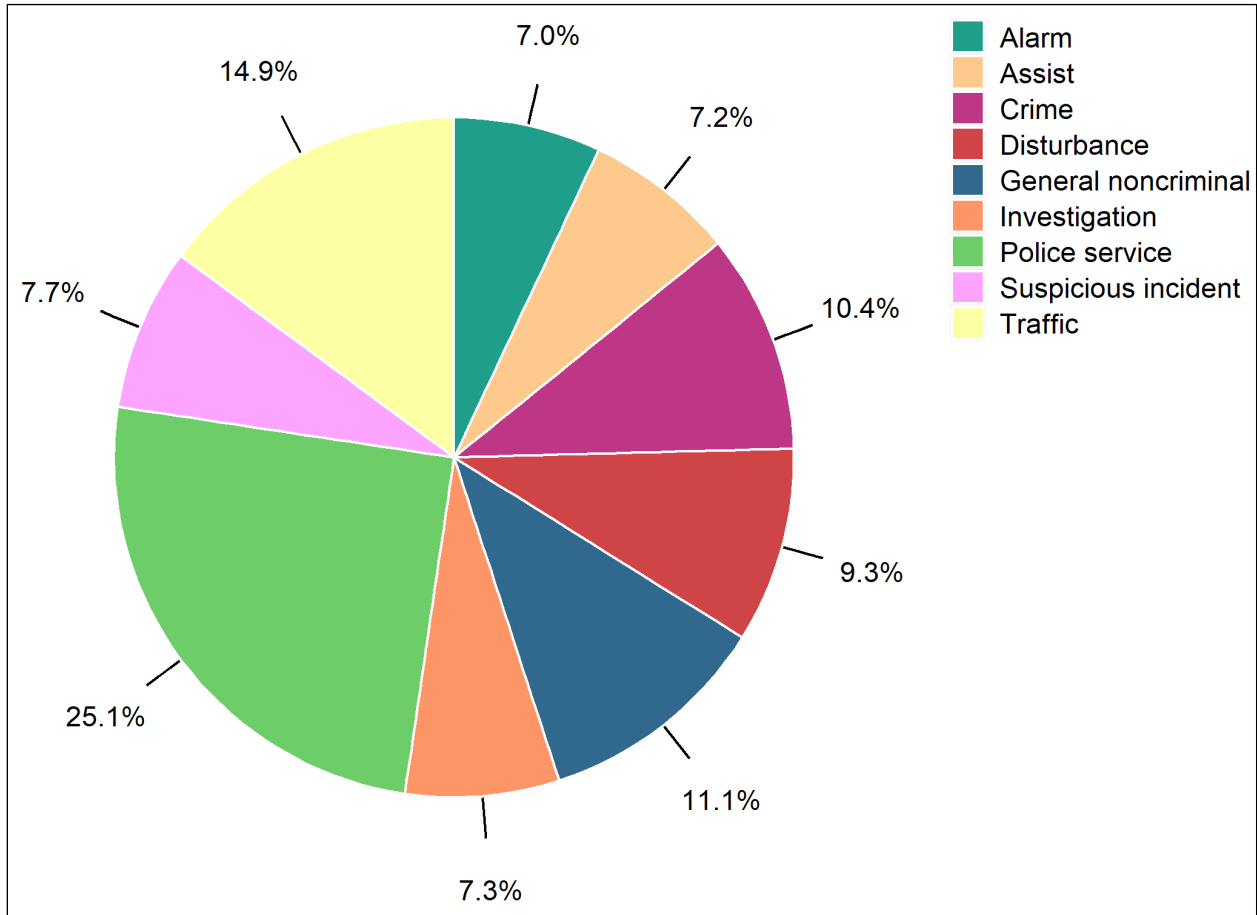
TABLE 6-5: Calls per Day, by Category and Month

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	1.2	1.2	1.6	1.5	1.7	1.7	1.5	1.5	1.4	1.6	2.4	1.7
Alarm	1.4	1.5	1.2	1.1	1.0	1.4	0.8	1.3	1.2	1.3	1.4	1.1
Assist other agency	1.0	1.4	1.2	1.1	1.3	1.3	1.7	1.2	1.3	1.5	0.9	1.0
Civil matter	0.7	0.8	0.5	0.9	0.8	0.6	0.7	0.6	1.0	0.6	0.5	0.6
Crime–person	0.6	0.7	0.4	0.6	0.8	0.5	0.8	0.5	0.5	0.5	0.5	0.3
Crime–property	1.5	1.5	1.2	1.3	1.3	1.3	1.2	1.2	1.7	1.0	1.3	0.9
Disturbance	2.0	1.5	1.5	1.7	1.4	1.7	1.5	1.7	1.6	1.6	1.7	1.5
Investigation	0.9	0.9	1.4	1.6	1.3	1.6	1.6	1.2	1.1	1.1	1.3	1.3
Mental health	0.3	0.2	0.4	0.4	0.2	0.3	0.4	0.1	0.2	0.2	0.0	0.1
Miscellaneous	1.1	1.0	1.4	1.1	1.4	0.8	0.6	0.8	1.3	0.9	0.9	0.9
Police service	4.7	4.4	5.1	3.7	4.3	3.7	3.4	2.8	5.0	5.2	5.2	4.8
Suspicious incident	1.4	1.2	1.4	1.9	1.1	1.4	1.3	0.9	1.2	1.4	1.5	1.6
Traffic enforcement	0.7	1.1	0.8	1.0	0.6	0.8	0.6	1.0	1.0	1.2	1.0	0.6
Traffic stop	0.3	0.0	0.3	0.0	0.2	0.1	0.0	0.1	0.2	0.2	0.1	0.2
Total	**17.8**	**17.5**	**18.3**	**17.8**	**17.2**	**17.3**	**16.3**	**14.9**	**18.6**	**18.2**	**18.7**	**16.5**

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 57 and 66 percent of calls throughout the year:

  □ Police service calls averaged between 2.8 and 5.2 calls per day throughout the year.

  □ Traffic calls averaged between 2.2 and 3.5 calls per day throughout the year.

  □ General noncriminal calls averaged between 1.4 and 2.5 calls per day throughout the year.

  □ Crime calls averaged between 1.2 and 2.2 calls per day throughout the year.

- Crime calls accounted for 7 to 13 percent of total calls.

FIGURE 6-6: Primary Unit's Average Occupied Times, by Category and Initiator
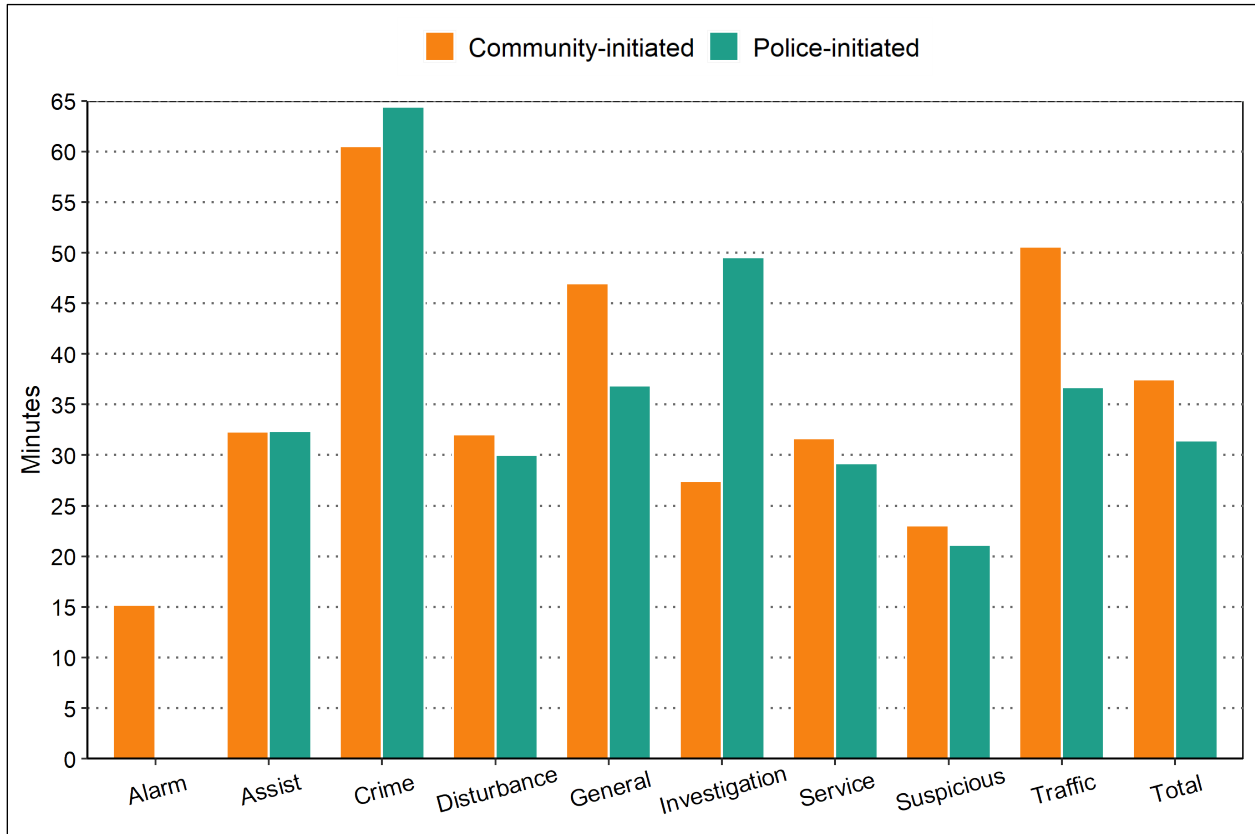
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 6-1.

TABLE 6-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	56.4	556	45.1	24
Alarm	15.2	445	NA	0
Assist other agency	32.3	434	32.4	21
Civil matter	38.8	246	27.7	4
Crime–person	83.2	192	90.6	7
Crime–property	50.8	447	53.7	17
Disturbance	32.1	581	30.0	10
Investigation	27.5	453	49.5	12
Mental health	72.9	83	56.7	4
Miscellaneous	46.6	338	35.5	31
Police service	31.7	737	29.2	856
Suspicious incident	23.0	447	21.1	45
Traffic enforcement	31.3	163	41.9	154
Traffic stop	8.6	2	15.6	47
Weighted Average/Total Calls	**37.5**	**5,124**	**31.5**	**1,232**

Note: The information in Figure 6-6 and Table 6-6 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 15 to 64 minutes overall.

■ The longest average times were for police-initiated crime calls.

■ The average time spent on crime calls was 61 minutes for community-initiated calls and 64 minutes for police-initiated calls.

FIGURE 6-7: Number of Responding Units, by Initiator and Category
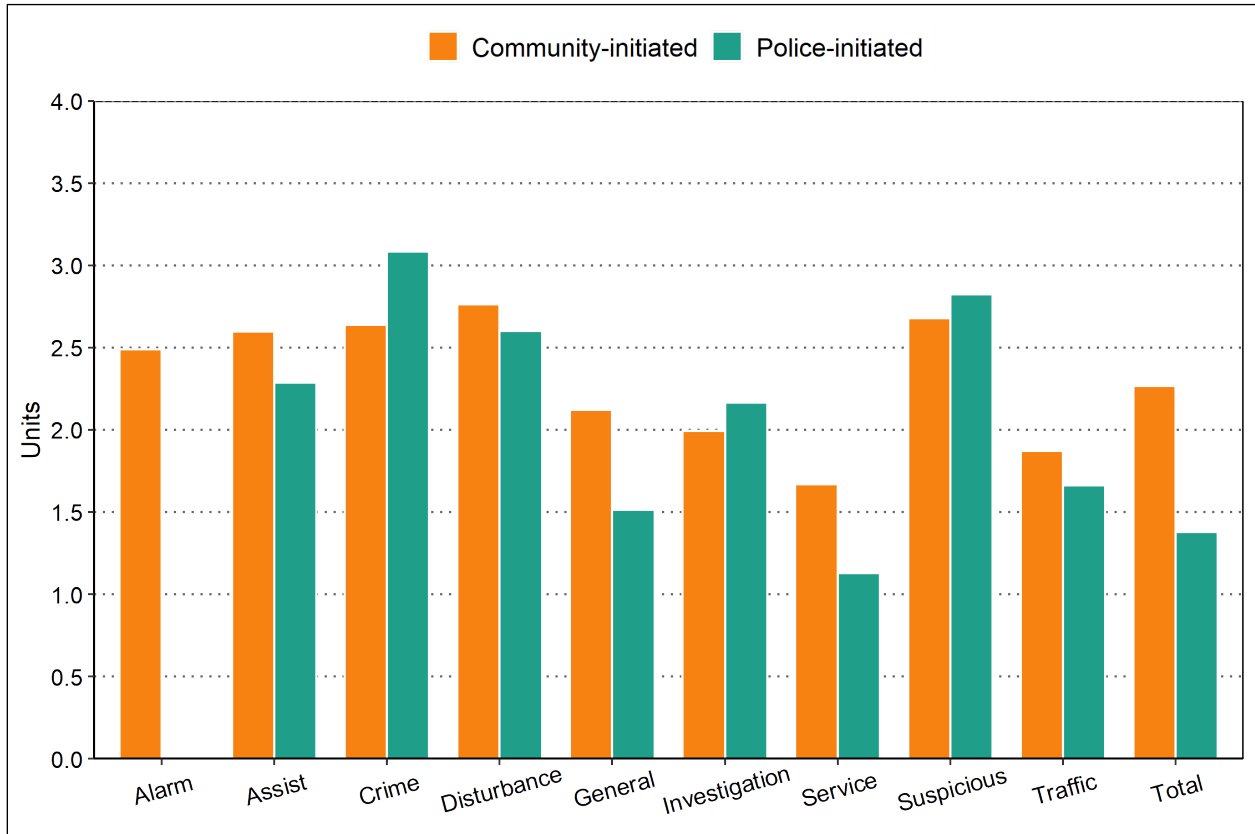
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 6-1.

TABLE 6-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.9	556	2.2	24
Alarm	2.5	445	NA	0
Assist other agency	2.6	434	2.3	21
Civil matter	2.0	246	1.0	4
Crime–person	3.3	192	2.9	7
Crime–property	2.4	447	3.2	17
Disturbance	2.8	581	2.6	10
Investigation	2.0	453	2.2	12
Mental health	3.4	83	3.5	4
Miscellaneous	1.9	338	1.3	31
Police service	1.7	737	1.1	856
Suspicious incident	2.7	447	2.8	45
Traffic enforcement	1.6	163	1.5	154
Traffic stop	1.0	2	2.0	47
Weighted Average/Total Calls	**2.3**	**5,124**	**1.4**	**1,232**

Note: The information in Figure 6-7 and Table 6-7 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 6-8: 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 6-1.

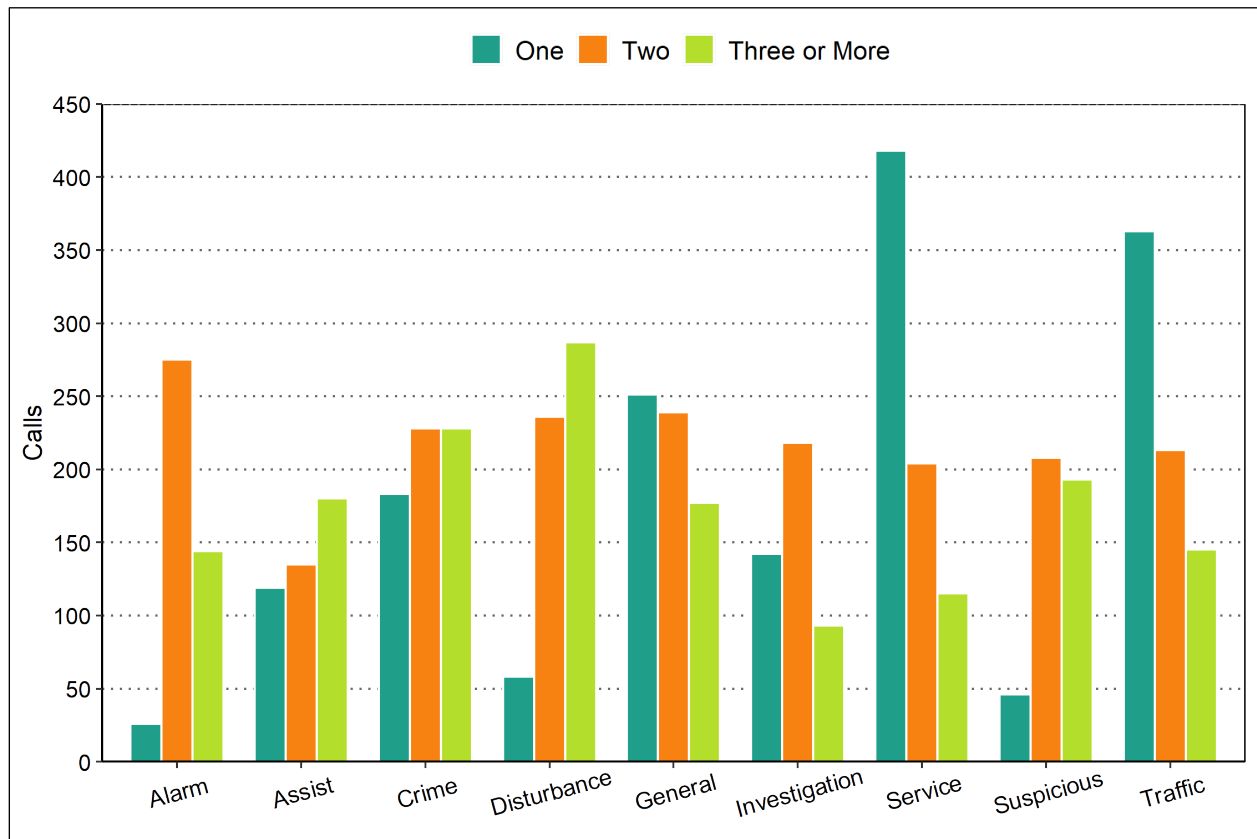## TABLE 6-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	273	158	125
Alarm	26	275	144
Assist other agency	119	135	180
Civil matter	83	104	59
Crime–person	31	69	92
Crime–property	152	159	136
Disturbance	58	236	287
Investigation	142	218	93
Mental health	6	27	50
Miscellaneous	162	108	68
Police service	418	204	115
Suspicious incident	46	208	193
Traffic enforcement	88	55	20
Traffic stop	2	0	0
Total	**1,606**	**1,956**	**1,562**

Observations:

- The overall mean number of responding units was 1.4 for police-initiated calls and 2.3 for community-initiated calls.

- The mean number of responding units was as high as 3.1 for crime calls that were police-initiated.

- 31 percent of community-initiated calls involved one responding unit.

- 38 percent of community-initiated calls involved two responding units.

- 30 percent of community-initiated calls involved three or more responding units.

- The largest group of calls with three or more responding units involved disturbances.

FIGURE 6-9: Percentage Calls and Work Hours, by Category, Winter 2021

Call Activity	Workload

Call Activity

- 8.0%
- 6.9%
- 12.0%
- 9.5%
- 11.6%
- 5.3%
- 26.3%
- 7.5%
- 12.9%

Workload

- 3.8%
- 10.2%
- 19.1%
- 9.8%
- 18.2%
- 3.7%
- 15.0%
- 5.7%
- 14.6%

Legend: Alarm · Assist · Crime · Disturbance · General · Investigation · Service · Suspicious · Traffic
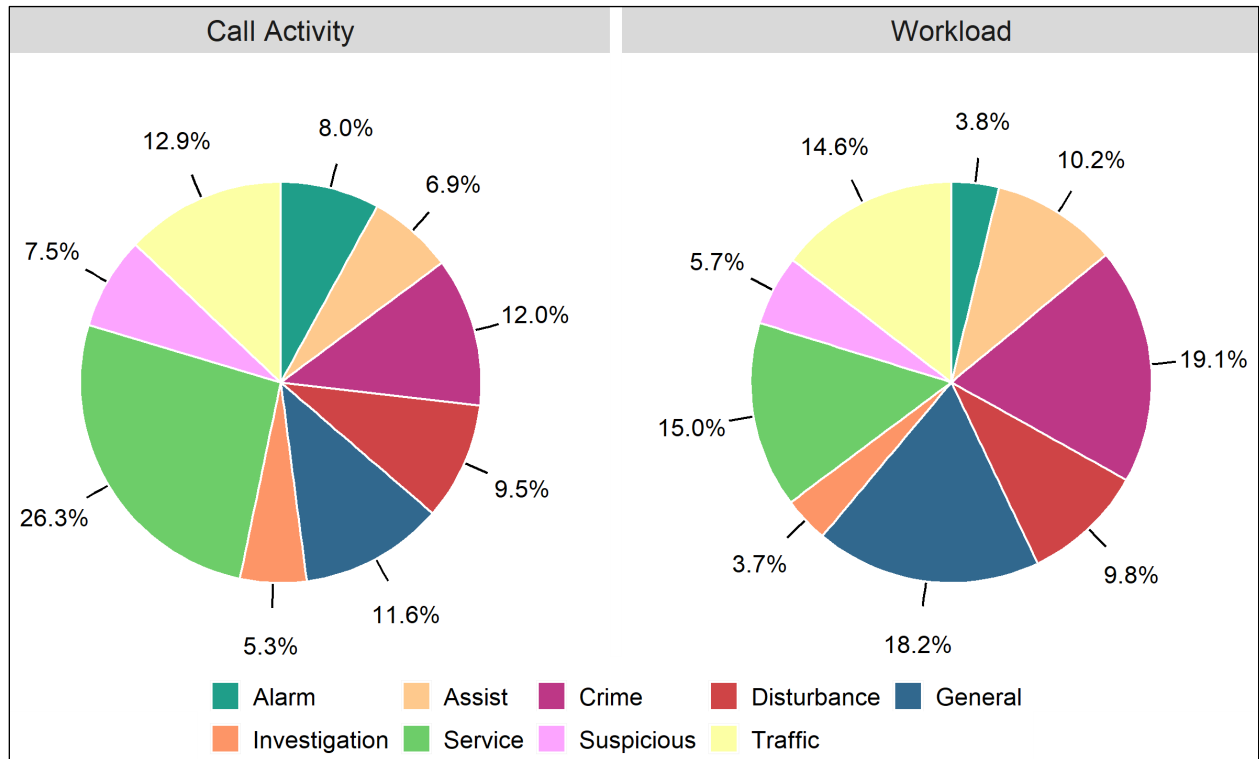
TABLE 6-9: Calls and Work Hours per Day, by Category, Winter 2021

Category	Per Day	
	Calls	Work Hours
Accident	1.2	1.7
Alarm	1.4	0.7
Assist other agency	1.2	1.8
Civil matter	0.7	0.7
Crime–person	0.6	1.7
Crime–property	1.5	1.7
Disturbance	1.7	1.8
Investigation	0.9	0.7
Mental health	0.3	1.1
Miscellaneous	1.0	1.5
Police service	4.7	2.7
Suspicious incident	1.3	1.0
Traffic enforcement	0.9	0.8
Traffic stop	0.2	0.1
Total	**17.7**	**18.0**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average number of calls per day and daily workload were higher in winter than in summer.

- Total calls averaged 18 per day or 0.7 per hour.

- Total workload averaged 18 hours per day, meaning that on average 0.7 units per hour were busy responding to calls.

- Police service calls constituted 26 percent of calls and 15 percent of the workload.

- Traffic calls constituted 13 percent of calls and 15 percent of the workload.

- General noncriminal calls constituted 12 percent of calls and 18 percent of the workload.

- Crime calls constituted 12 percent of calls and 19 percent of the workload.

- These top four categories constituted 63 percent of calls and 67 percent of the workload.

FIGURE 6-10: Percentage Calls and Work Hours, by Category, Summer 2021

Call Activity	Workload
Alarm 6.9%, Assist 8.6%, Crime 11.6%, Disturbance 10.1%, General 10.4%, Investigation 9.1%, Service 21.2%, Suspicious 6.8%, Traffic 15.3%	Alarm 3.1%, Assist 6.7%, Crime 25.0%, Disturbance 10.5%, General 10.4%, Investigation 4.2%, Service 17.7%, Suspicious 4.6%, Traffic 17.7%

Legend: Alarm, Assist, Crime, Disturbance, General, Investigation, Service, Suspicious, Traffic
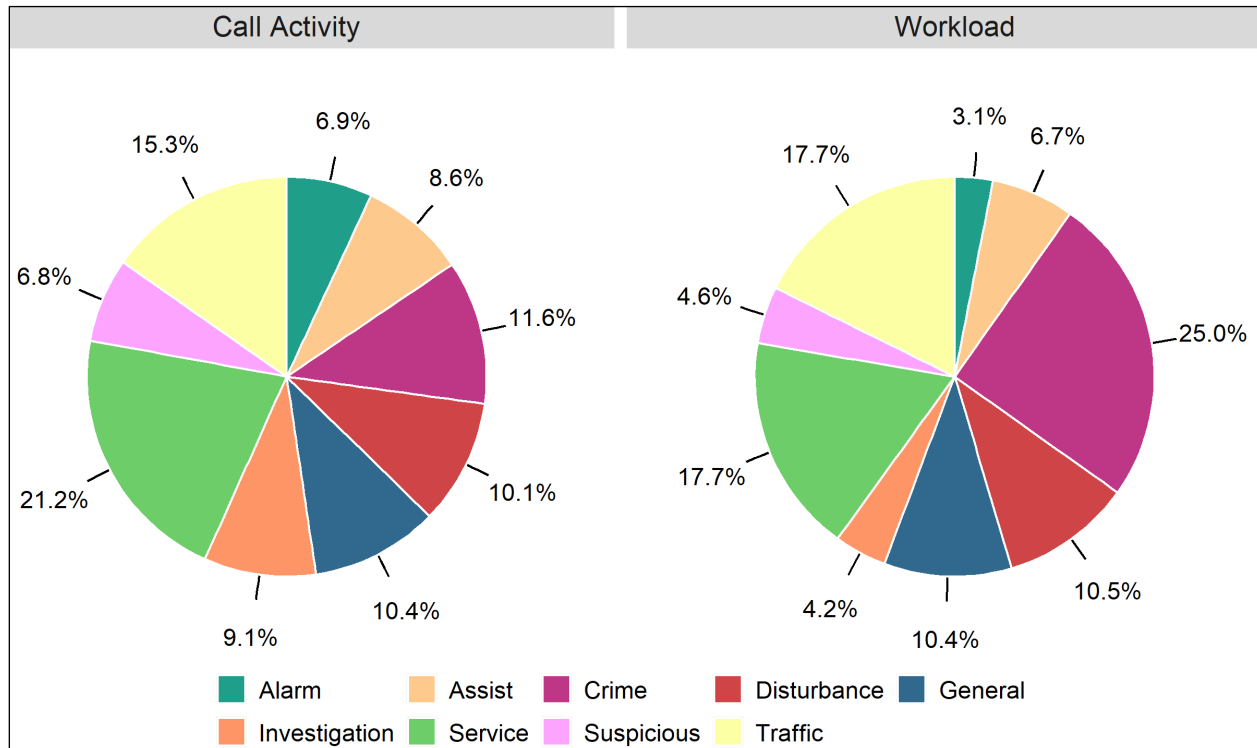
TABLE 6-10: Calls and Work Hours per Day, by Category, Summer 2021

Category	Per Day	
	Calls	Work Hours
Accident	1.4	2.3
Alarm	1.1	0.5
Assist other agency	1.3	1.2
Civil matter	0.6	0.6
Crime–person	0.6	2.5
Crime–property	1.1	1.9
Disturbance	1.5	1.9
Investigation	1.4	0.7
Mental health	0.2	0.3
Miscellaneous	0.7	0.8
Police service	3.2	3.1
Suspicious incident	1.0	0.8
Traffic enforcement	0.9	0.8
Traffic stop	0.0	0.0
Total	**15.2**	**17.6**

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- Total calls averaged 15 per day or 0.6 per hour.

- Total workload averaged 18 hours per day, meaning that on average 0.7 units per hour were busy responding to calls.

- Police service calls constituted 21 percent of calls and 18 percent of the workload.

- Traffic calls constituted 15 percent of calls and 18 percent of the workload.

- General noncriminal calls constituted 10 percent of calls and 10 percent of the workload.

- Crime calls constituted 12 percent of calls and 25 percent of the workload.

- These top four categories constituted 58 percent of calls and 71 percent of the workload.

Figure 6-11 and Tables 6-11 and 6-12 include all calls involving a patrol unit within the South Broward district. The subtotal of 17.4 calls per day in Pembroke Park matches the total recorded in Table 6-3. Tables 6-11 and 6-12 have matching total workloads.

FIGURE 6-11: Percentage Calls and Work Hours, by Location
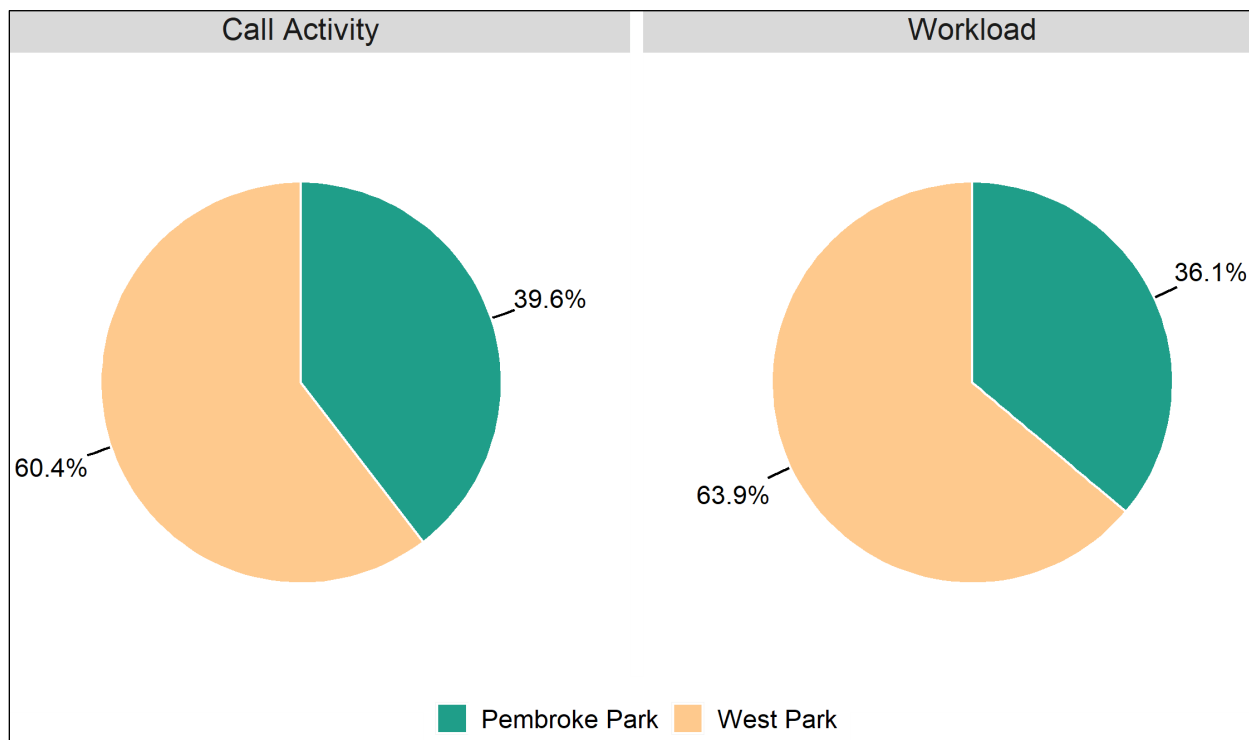
TABLE 6-11: Calls and Work Hours by Beat, per Day

Location	Beat	Per Day	
		Calls	Work Hours
Pembroke Park	1911	11.5	12.2
	1912	5.9	7.6
	Subtotal	**17.4**	**19.7**
West Park	101	8.5	10.7
	102	8.5	10.3
	103	5.5	7.5
	104	4.2	6.4
	Subtotal	**26.6**	**34.9**
Total		**44.0**	**54.7**

Observations:

- For Pembroke Park, beat 1911 had more calls and workload than beat 1912, and it accounted for 66 percent of total calls and 62 percent of the total workload.

- For the South Broward district, West Park had more calls and workload than Pembroke Park, and it accounted for 60 percent of total calls and 64 percent of the total workload.

Table 6-12 counts each responding unit to a call as a separate "response," which explains why there are 44.0 calls per day (Table 6-11) but 95.3 responses per day (Table 6-12). Table 6-12 documents four distinct types of units. There are South Broward units that are assigned to specific cities (Pembroke Park or West Park) while other units are assigned to the entire district. Some additional patrol units from the department also responded to calls within the South Broward district.

TABLE 6-12: Responses and Workload in South Broward, by Responding Units, per Day

Location	Unit Type	Response	Work Hour
Pembroke Park	Pembroke Park	18.6	10.5
	West Park	11.6	5.7
	District-wide	4.9	3.2
	Out of district	0.6	0.4
	Subtotal	**35.7**	**19.7**
West Park	West Park	34.9	19.3
	Pembroke Park	12.9	7.3
	District-wide	10.2	6.5
	Out of district	1.6	1.8
	Subtotal	**59.6**	**34.9**
Total		**95.3**	**54.7**

Observations:

- In Pembroke Park, units assigned to Pembroke Park accounted for 10.5 work hours per day, while other units (West Park, district-wide, and out of district units) accounted for 9.2 work hours per day. In other words, Pembroke Park units were responsible for slightly more than half of the work in the town.

- In West Park, units assigned to Pembroke Park accounted for 7.3 work hours per day. In other words, Pembroke Park units were responsible for slightly more than 20 percent of work in West Park.

Table 6-13 includes all calls involving a responding South Broward patrol unit regardless of location. Individual rows in Tables 6-12 and 6-13 will match, but the subtotals and overall total will differ.

While it may appear that South Broward units responded to 6.9 responses per day (2,501 in total) outside of the district, these numbers include calls whose locations could not be validated. Of the 2,501 responses with an "other" location, 2,328 (93 percent) had no valid city or beat. This often occurs with traffic stops. Calls without a valid city or beat included 1,910 traffic stops or 76 percent of these responses. This can be contrasted with Table 2 which identifies only 51 traffic stops within Pembroke Park.

TABLE 6-13: Responses and Workload, by Location, South Broward Units only

Unit Type	Location	Response	Work Hour
Pembroke Park	Pembroke Park	18.6	10.5
	West Park	12.9	7.3
	Other*	2.3	0.7
Subtotal		33.7	18.5
West Park	West Park	34.9	19.3
	Pembroke Park	11.6	5.7
	Other*	3.0	1.0
Subtotal		49.5	26.0
District-wide	Pembroke Park	4.9	3.2
	West Park	10.2	6.5
	Other*	1.5	0.6
Subtotal		16.6	10.2
Total		**99.8**	**54.8**

Note: * Other locations included calls with unidentified beats and city names or within other cities, such as Hallandale Beach, Hollywood, and Miramar.

Observations:

■ On average, units assigned to Pembroke Park spent 57 percent of their work hours in Pembroke Park and 39 percent of their work hours in West Park.

■ On average, units assigned to West Park spent 22 percent of their work hours in Pembroke Park, 74 percent of their work hours in West Park.

NONCALL ACTIVITIES

In the period from January 1, 2021, through December 31, 2021, the dispatch center recorded activities that were not assigned call numbers. We focused on those noncall activities that involved a South Broward district patrol unit. 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, 3,037 activities remained. These activities had an average duration of 62.8 minutes.

In this section, we report out-of-service 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 winter and summer.

TABLE 6-14: Activities and Occupied Times by Description

Description	Occupied Time	Count
Busy	61.4	1,117
Roll call	53.3	1,020
Special detail	79.6	755
Administrative - Weighted Average/Total Activities	**63.3**	**2,892**
Personal - Meal break - Average/Total Activities	**52.5**	**145**
Weighted Average/Total Activities	**62.8**	**3,037**

Observations:

- The most common description for noncall activities was "busy."

- Personal noncall activities were recorded as meal breaks.

FIGURE 6-12: Activities per Day, by Month
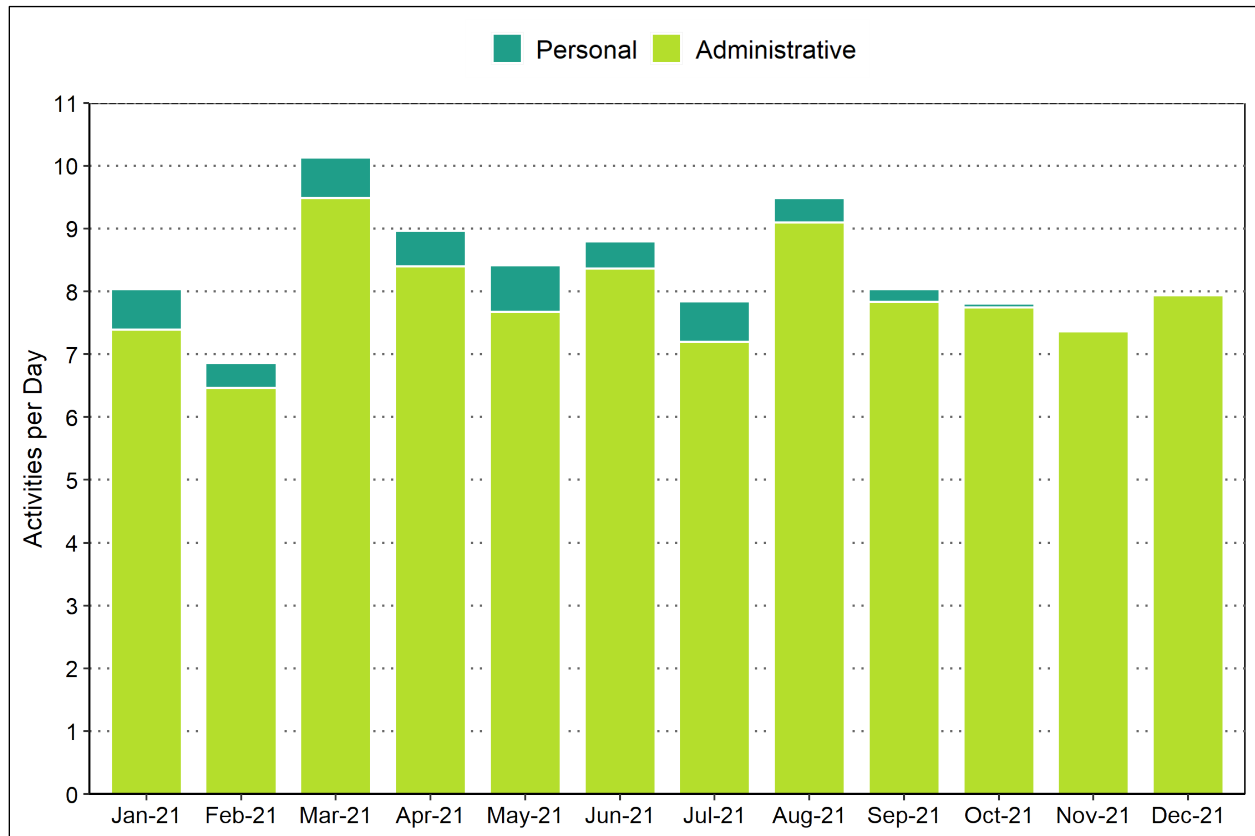
TABLE 6-15: Activities and Work Hours per Day, by Month

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Administrative	7.4	6.5	9.5	8.4	7.7	8.4	7.2	9.1	7.8	7.7	7.4	7.9
Personal	0.6	0.4	0.6	0.6	0.7	0.4	0.6	0.4	0.2	0.1	0.0	NA
Total	**8.0**	**6.9**	**10.1**	**9.0**	**8.4**	**8.8**	**7.8**	**9.5**	**8.0**	**7.8**	**7.4**	**7.9**

Observations:

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

FIGURE 6-13: Activities per Day, by Day of Week
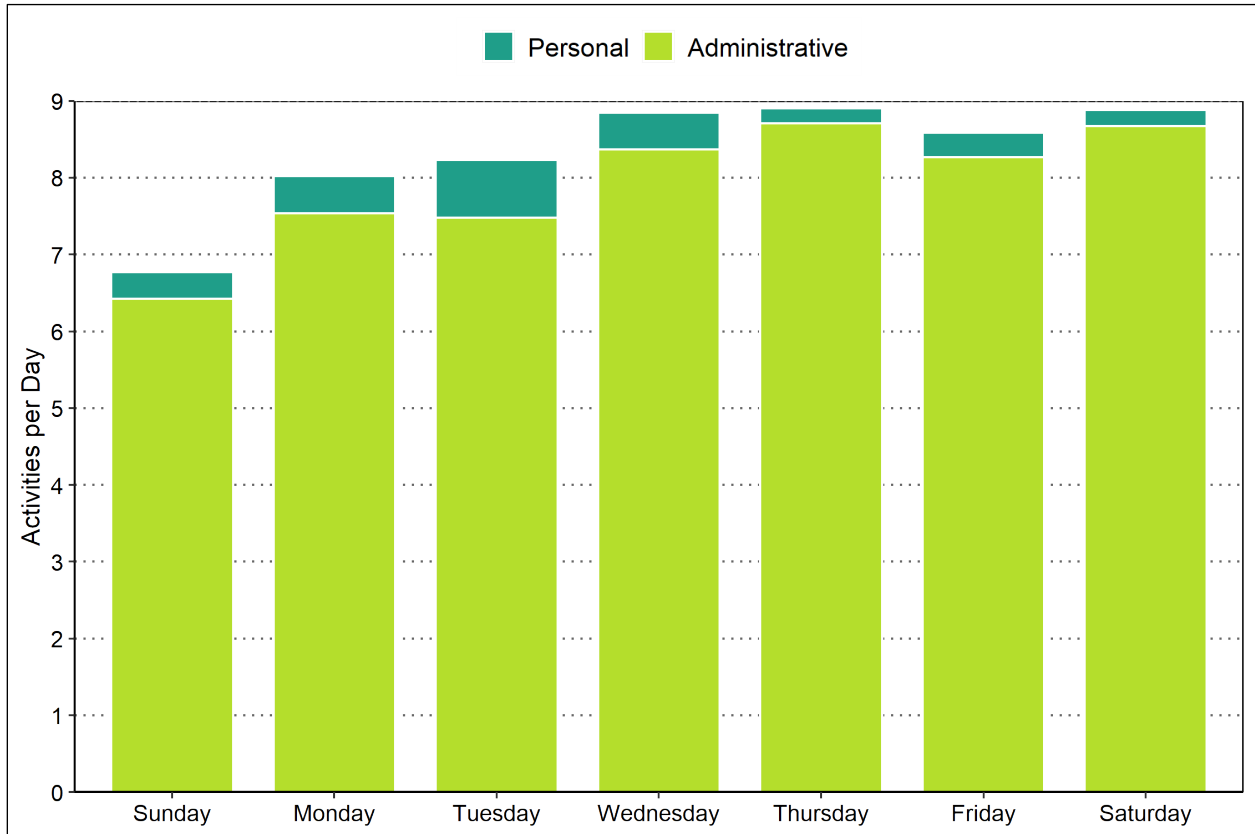
TABLE 6-16: Activities and Work Hours per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	6.4	0.3	6.8
Monday	7.5	0.5	8.0
Tuesday	7.5	0.8	8.2
Wednesday	8.4	0.5	8.8
Thursday	8.7	0.2	8.9
Friday	8.3	0.3	8.6
Saturday	8.7	0.2	8.9
Weekly Average	**7.9**	**0.4**	**8.3**

Observations:

- The number of activities per day was lowest on Sundays.

- The number of activities per day was highest on Thursdays and Saturdays.

FIGURE 6-14: Activities per Day, by Hour of Day

FIGURE 6-14: Activities per Day, by Hour of Day
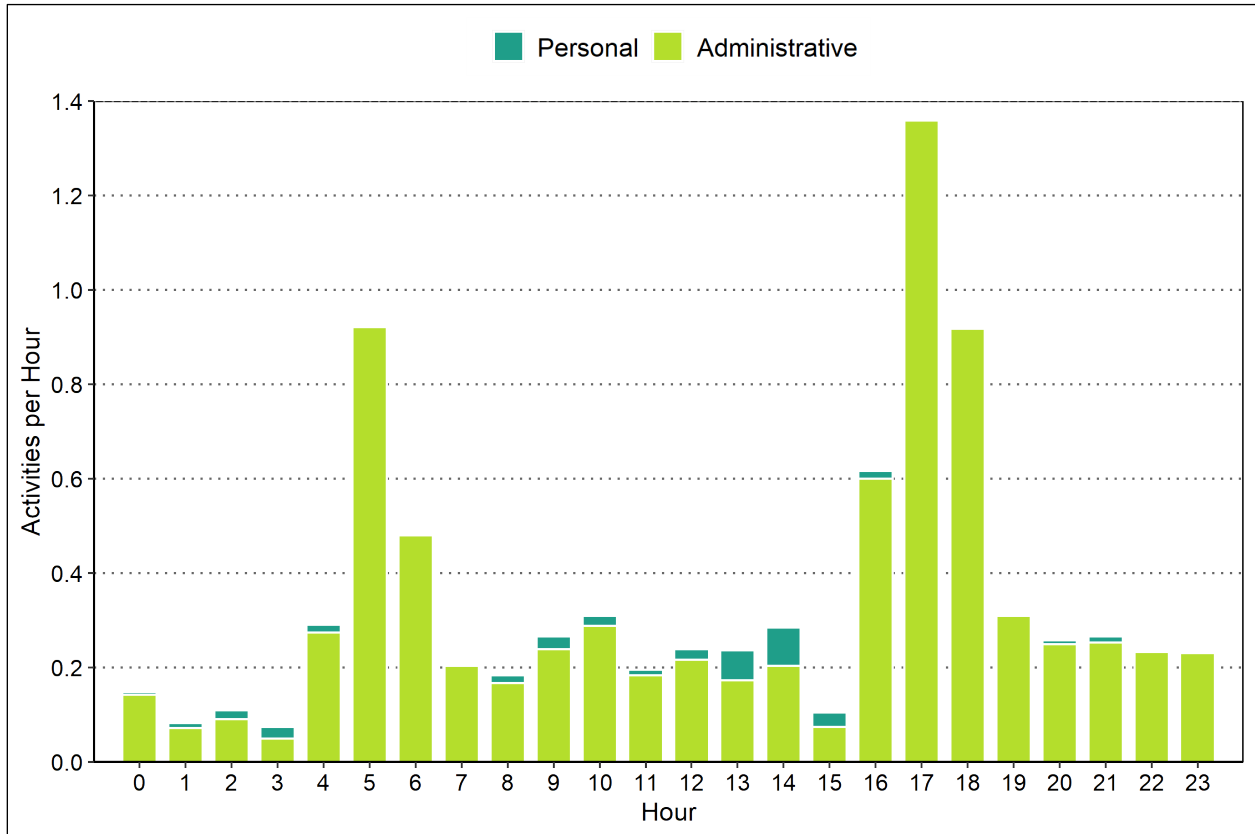
TABLE 6-17: Activities and Minutes per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.01	0.14	0.15
1	0.01	0.07	0.08
2	0.02	0.09	0.11
3	0.02	0.05	0.07
4	0.02	0.27	0.29
5	0.00	0.92	0.92
6	0.00	0.48	0.48
7	0.00	0.20	0.21
8	0.02	0.17	0.18
9	0.03	0.24	0.27
10	0.02	0.29	0.31
11	0.01	0.18	0.19
12	0.02	0.22	0.24
13	0.06	0.17	0.24
14	0.08	0.20	0.28
15	0.03	0.07	0.10
16	0.02	0.60	0.62
17	0.00	1.36	1.36
18	0.00	0.92	0.92
19	0.00	0.31	0.31
20	0.01	0.25	0.26
21	0.01	0.25	0.27
22	0.00	0.23	0.23
23	0.00	0.23	0.23
Hourly Average	**0.02**	**0.33**	**0.35**

Observations:

- The number of activities per hour was highest between 5:00 p.m. and 6:00 p.m.

- The number of activities per hour was lowest between 3:00 a.m. and 4:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2021) and eight weeks in summer (July 7 through August 31, 2021). For this section, we included all calls handled by all South Broward patrol units regardless of location. All noncall activities were included as well. Work by any other units was disregarded.

The South Broward district's main patrol force consists of patrol units, sergeants, and field training officers assigned to Pembroke Park, West Park, or district-wide. In 2021, they operated on 12-hour shifts starting at 6:00 a.m. and 6:00 p.m. The South Broward district's main patrol force deployed an average of 6.0 units per hour during the 24-hour day in winter 2021 and 5.8 units in summer 2021. When additional units including accident investigation officers, community concerns deputies, K9 officers, quick response force (QRF) deputies, and a reserve deputy, were included, the district averaged 6.9 units per hour during the 24-hour day in winter 2021 and 6.5 units in summer 2021.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter 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, police-initiated calls, and out-of-service activities.

- Finally, we compare the workload against deployment by percentage.

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

FIGURE 6-15: Deployed Units, Weekdays, Winter 2021
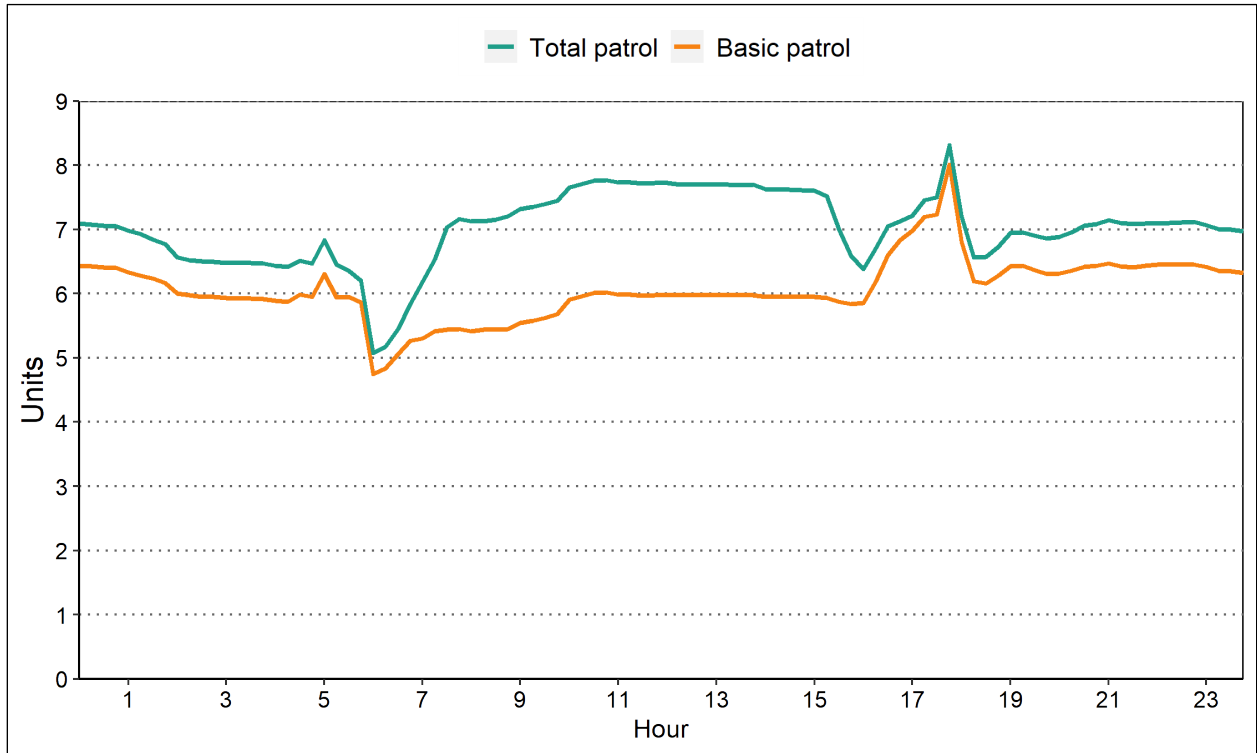
FIGURE 6-16: Deployed Units, Weekends, Winter 2021
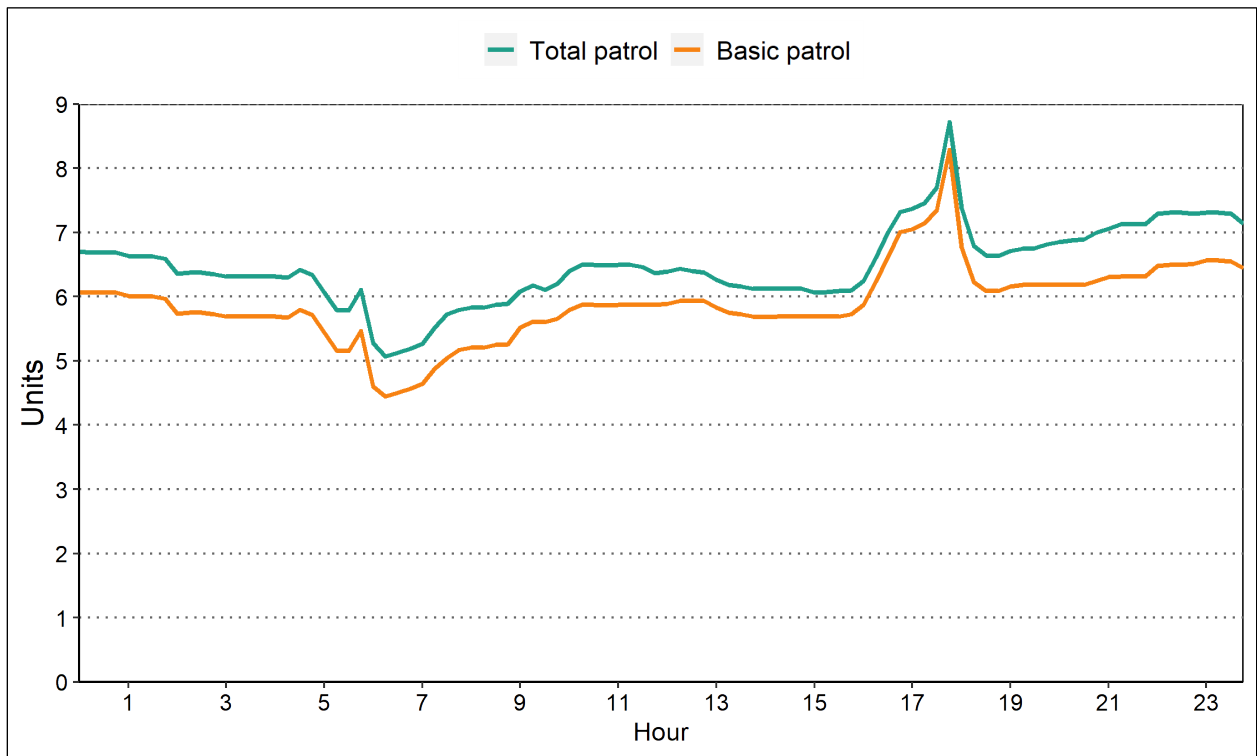
FIGURE 6-17: Deployed Units, Weekdays, Summer 2021
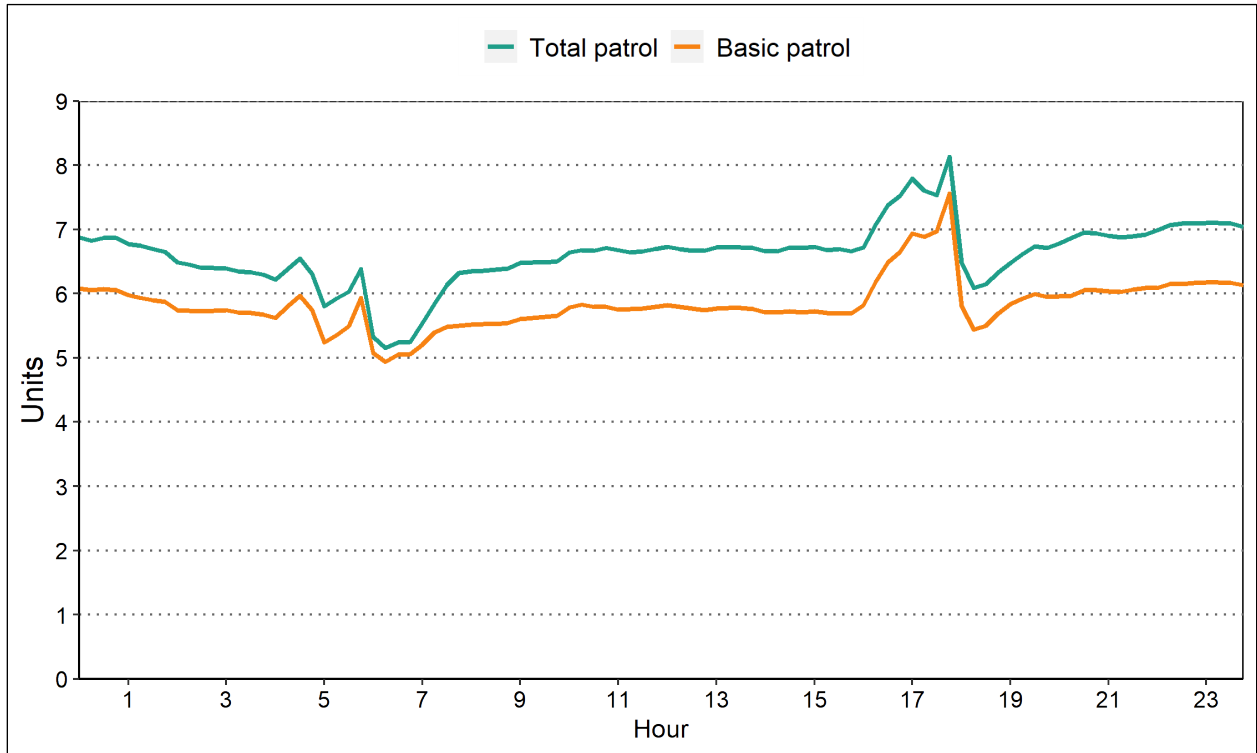
FIGURE 6-18: Deployed Units, Weekends, Summer 2021
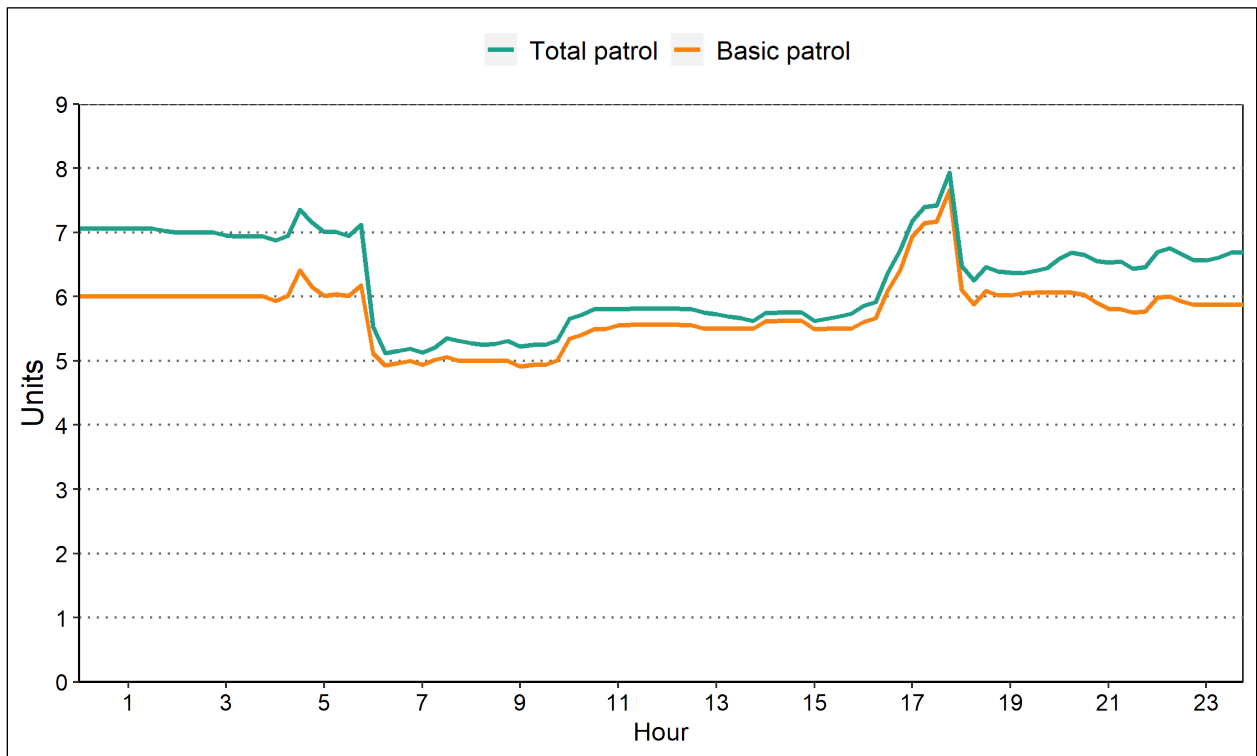
Observations:

- For Winter (January 4 through February 28, 2021):

  - The average deployment was 7.0 units per hour during the week and 6.5 units per hour on the weekend.

  - Average deployment varied from 5.1 to 8.3 units per hour on weekdays and 5.1 to 8.7 units per hour on weekends.

- For Summer (July 7 through August 31, 2021):

  - The average deployment was 6.6 units per hour during the week and 6.3 units per hour on the weekend.

  - Average deployment varied from 5.2 to 8.1 units per hour on weekdays and 5.1 to 7.9 units per hour on weekends.

FIGURE 6-19: Deployment and All Workload, Weekdays, Winter 2021
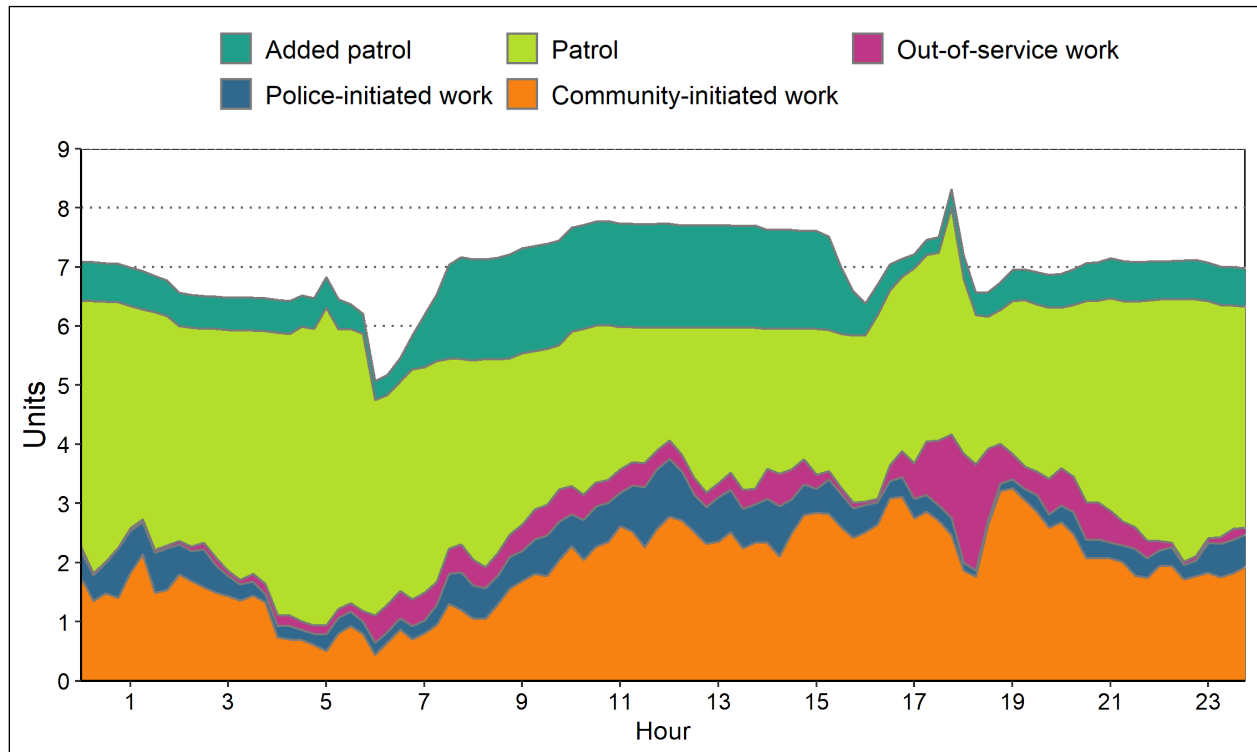
FIGURE 6-20: Deployment and All Workload, Weekends, Winter 2021
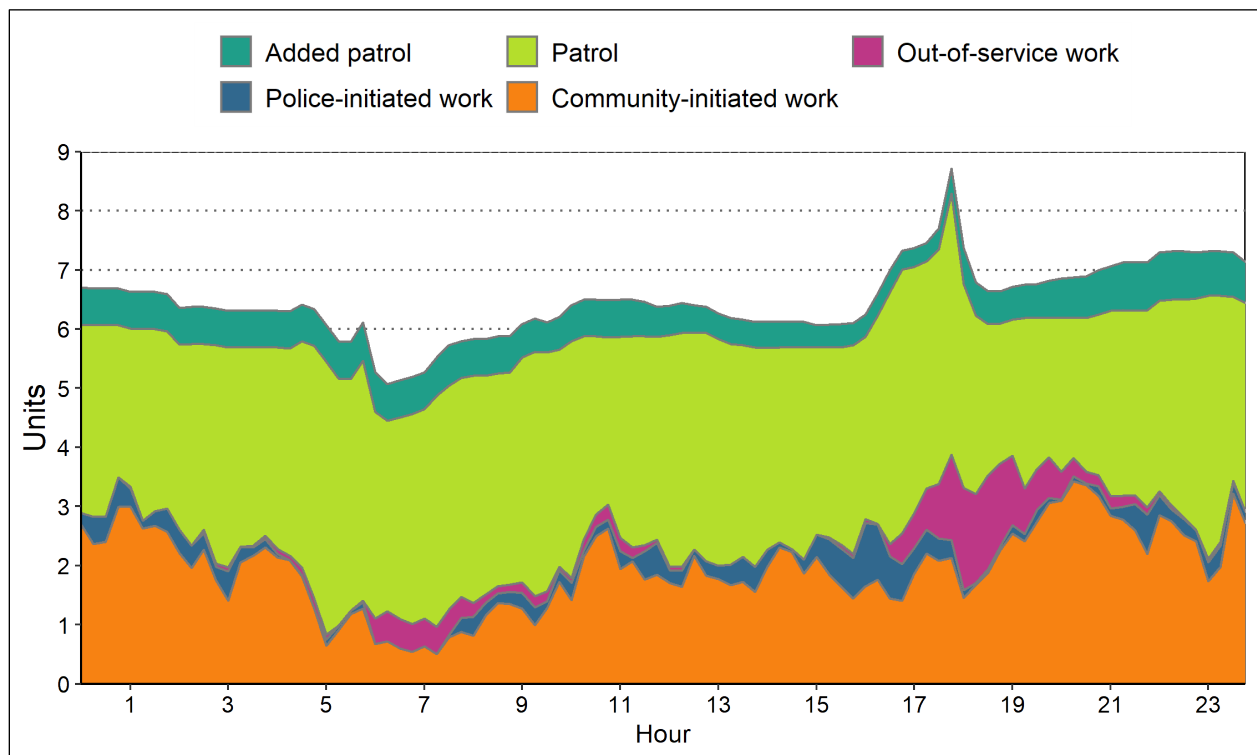
FIGURE 6-21: Deployment and All Workload, Weekdays, Summer 2021
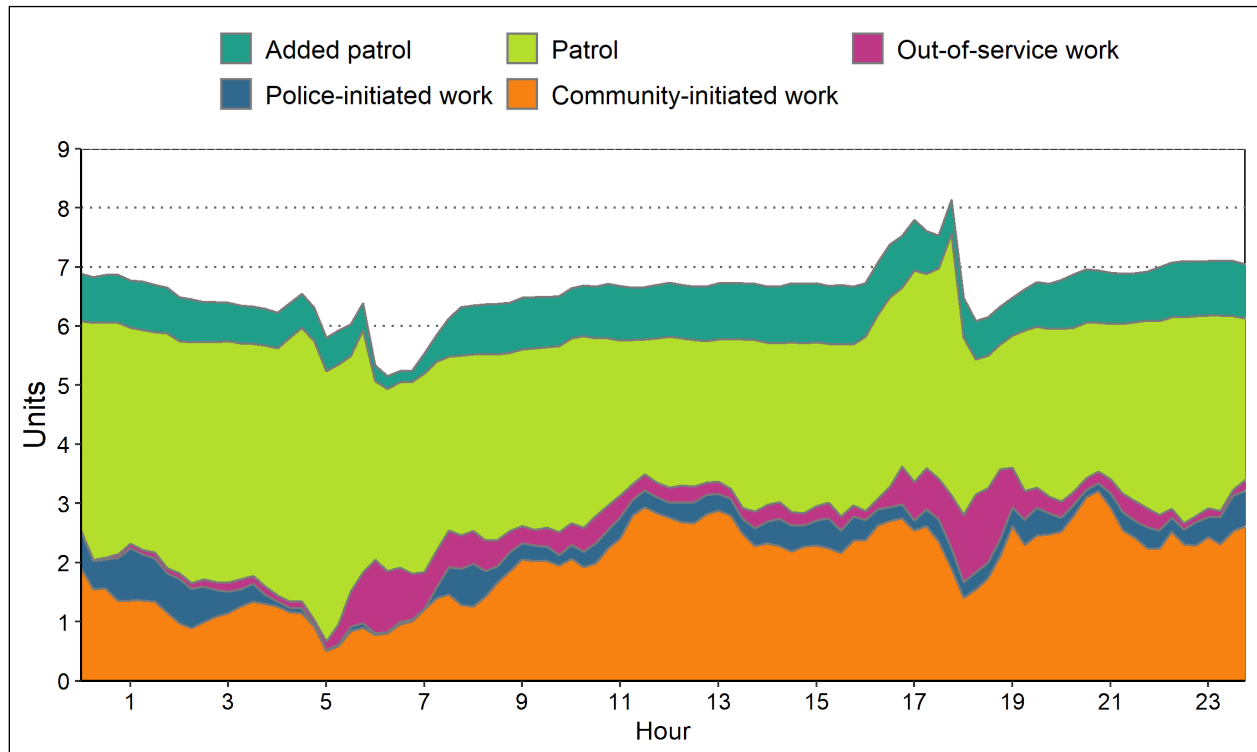
FIGURE 6-22: Deployment and All Workload, Weekends, Summer 2021
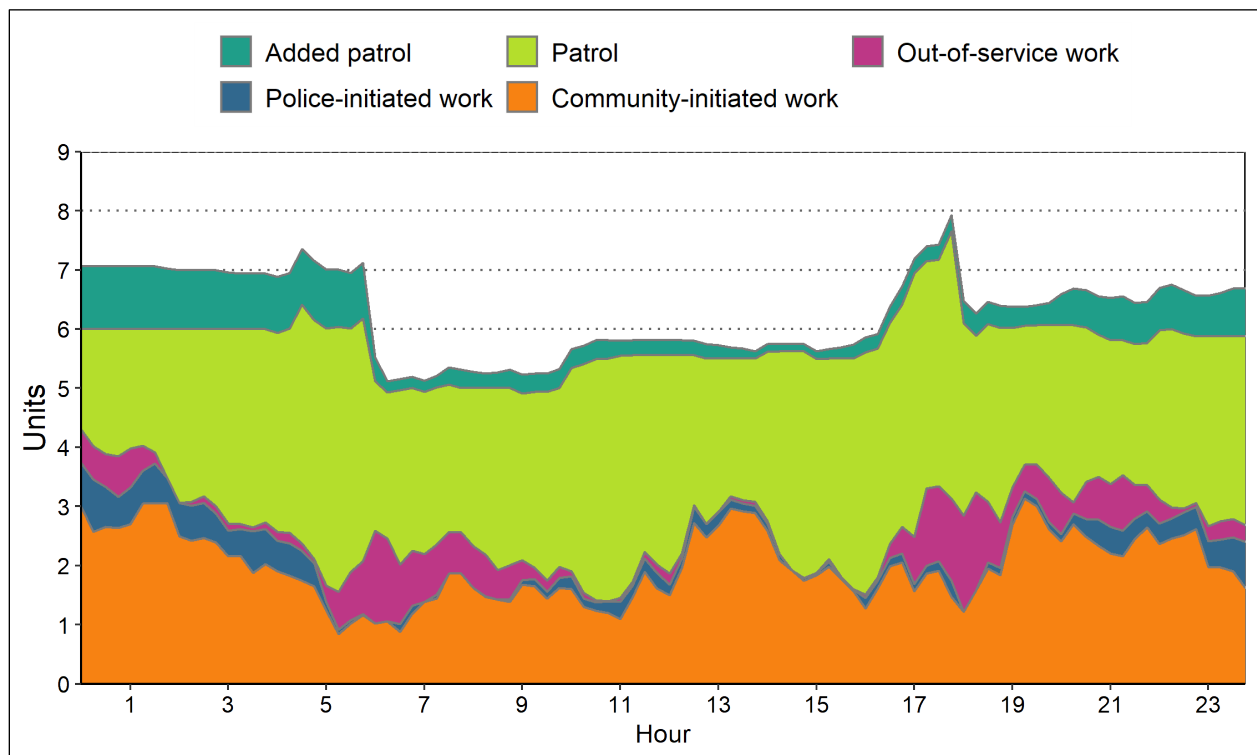
Note: Figures 6-19 to 6-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, and out-of-service work.

Observations:

Winter:

- Community-initiated work:

  - Average community-initiated workload was 1.9 units per hour during the week and 1.9 units per hour on weekends.

  - This was approximately 27 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.

- All work:

  - Average workload was 2.7 units per hour during the week and 2.4 units per hour on weekends.

  - This was approximately 39 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:

  - Average community-initiated workload was 2.0 units per hour during the week and 2.0 units per hour on weekends.

  - This was approximately 29 percent of hourly deployment during the week and 32 percent of hourly deployment on weekends.

- All work:

  - Average workload was 2.6 units per hour during the week and 2.7 units per hour on weekends.

  - This was approximately 40 percent of hourly deployment during the week and 42 percent of hourly deployment on weekends.

FIGURE 6-23: Percentage of Workload, Weekdays, Winter 2021
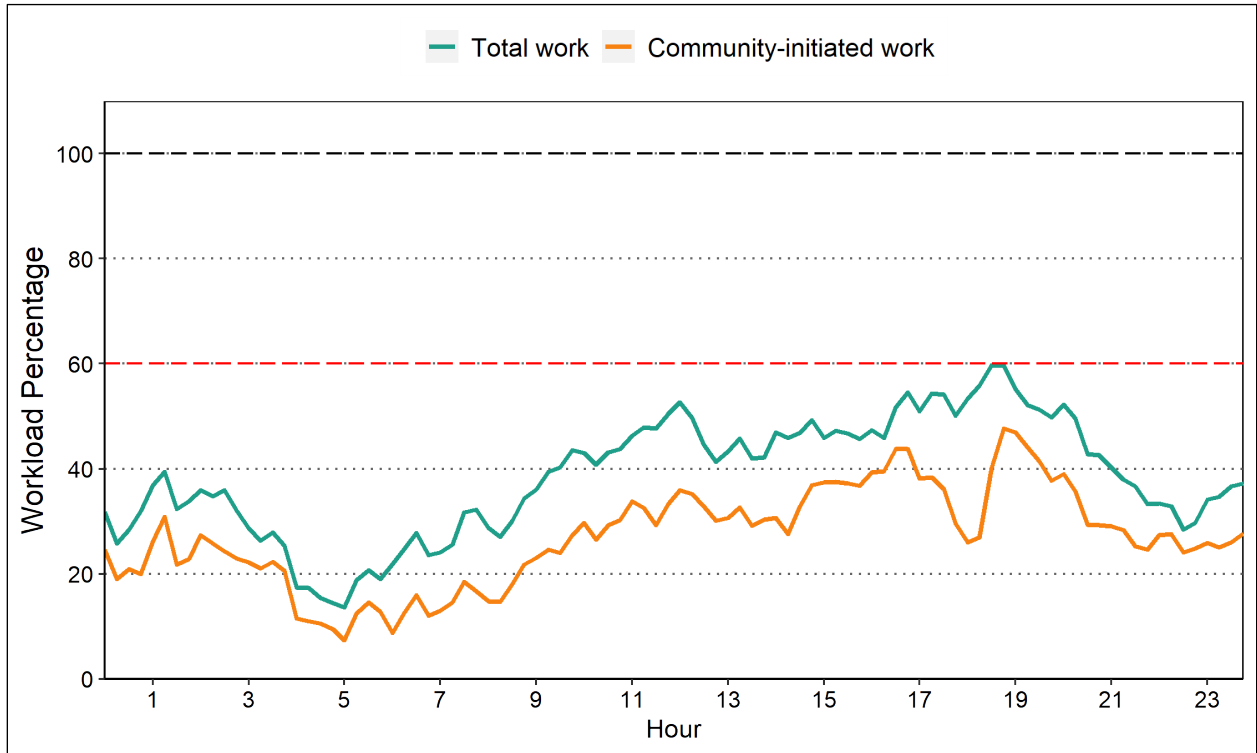
FIGURE 6-24: Percentage of Workload, Weekends, Winter 2021
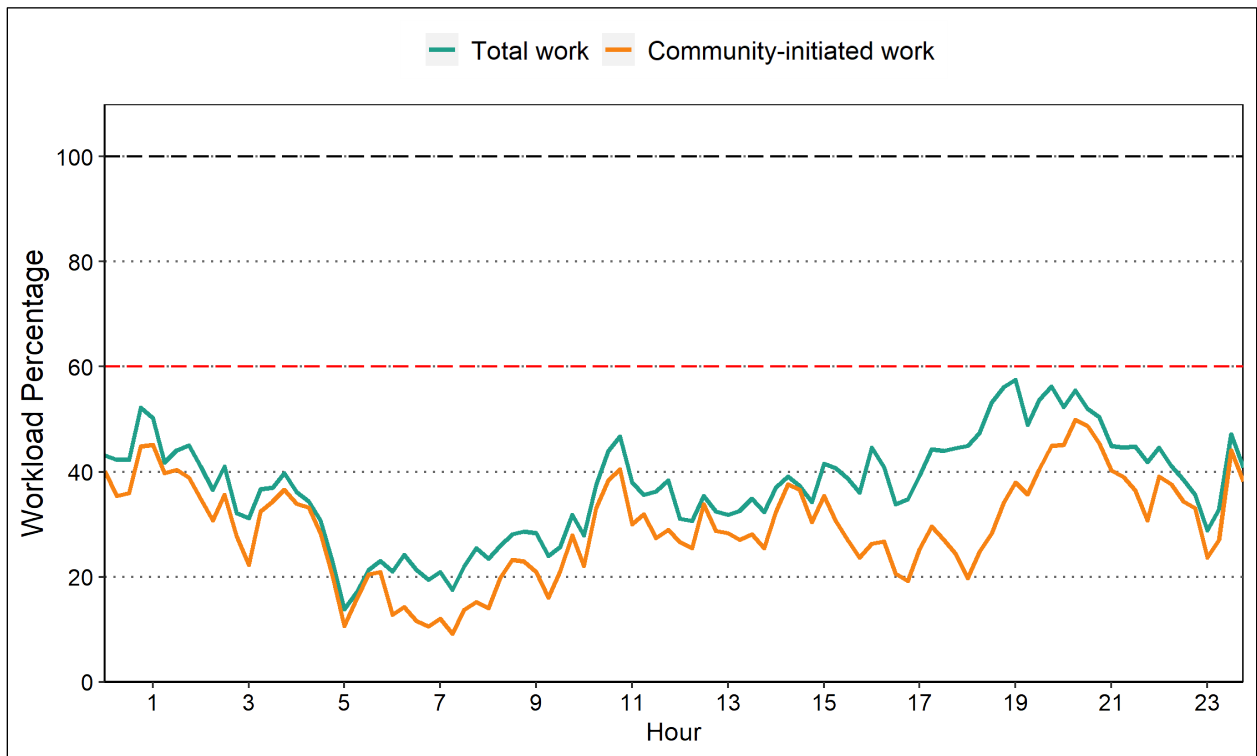
FIGURE 6-25: Percentage of Workload, Weekdays, Summer 2021
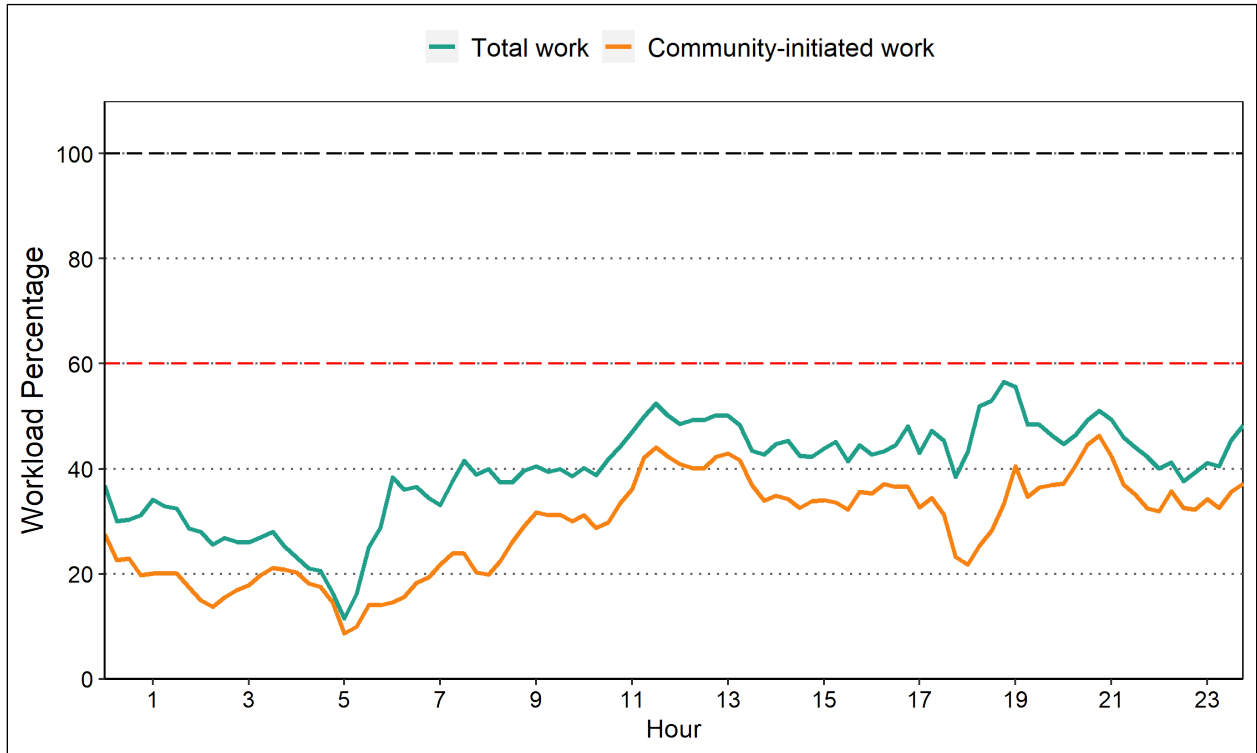
FIGURE 6-26: Percentage of Workload, Weekends, Summer 2021
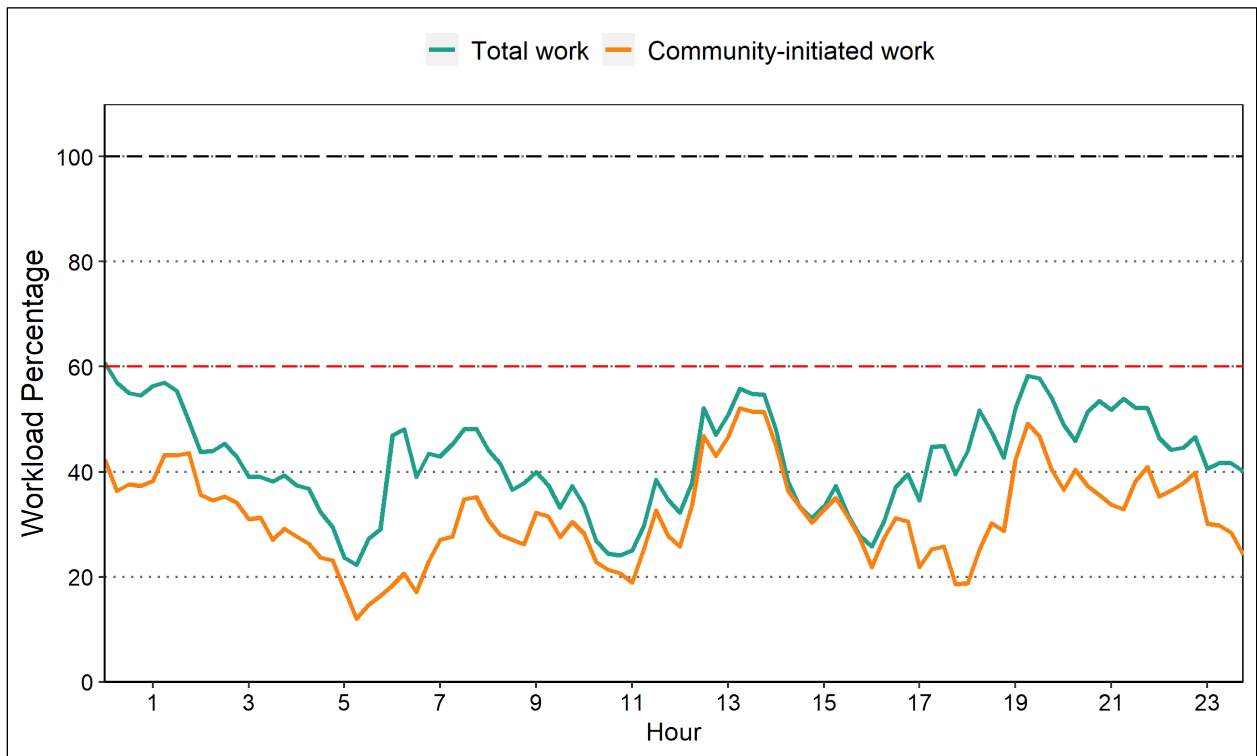
Observations:

Winter:

- Community-initiated work:

  - During the week, workload reached a maximum of 48 percent of deployment between 6:45 p.m. and 7:00 p.m.

  - On weekends, workload reached a maximum of 50 percent of deployment between 8:15 p.m. and 8:30 p.m.

- All work:

  - During the week, workload reached a maximum of 60 percent of deployment between 6:30 p.m. and 7:00 p.m.

  - On weekends, workload reached a maximum of 57 percent of deployment between 7:00 p.m. and 7:15 p.m.

Summer:

- Community-initiated work:

  - During the week, workload reached a maximum of 46 percent of deployment between 8:45 p.m. and 9:00 p.m.

  - On weekends, workload reached a maximum of 52 percent of deployment between 1:15 p.m. and 1:30 p.m.

- All work:

  - During the week, workload reached a maximum of 57 percent of deployment between 6:45 p.m. and 7:00 p.m.

  - On weekends, workload reached a maximum of 61 percent of deployment between midnight and 12:15 a.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing 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 processing and travel time. Dispatch processing 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 within Pembroke Park combined. We started with 991 calls for winter and 850 calls for summer. We limited our analysis to community-initiated calls, which amounted to 764 calls for winter and 720 calls for summer. Also, we removed a few calls lacking a recorded arriving unit. We were left with 680 calls in winter and 657 calls in summer for our analysis. For the entire year, we began with 6,356 calls, limited our analysis to 5,124 community-initiated calls. With similar exclusions, we were left with 4,649 calls.

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 the winter and summer 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 (winter versus summer), we show differences in response times by category.

FIGURE 6-27: Average Response Times, by Hour of Day, Winter and Summer 2021
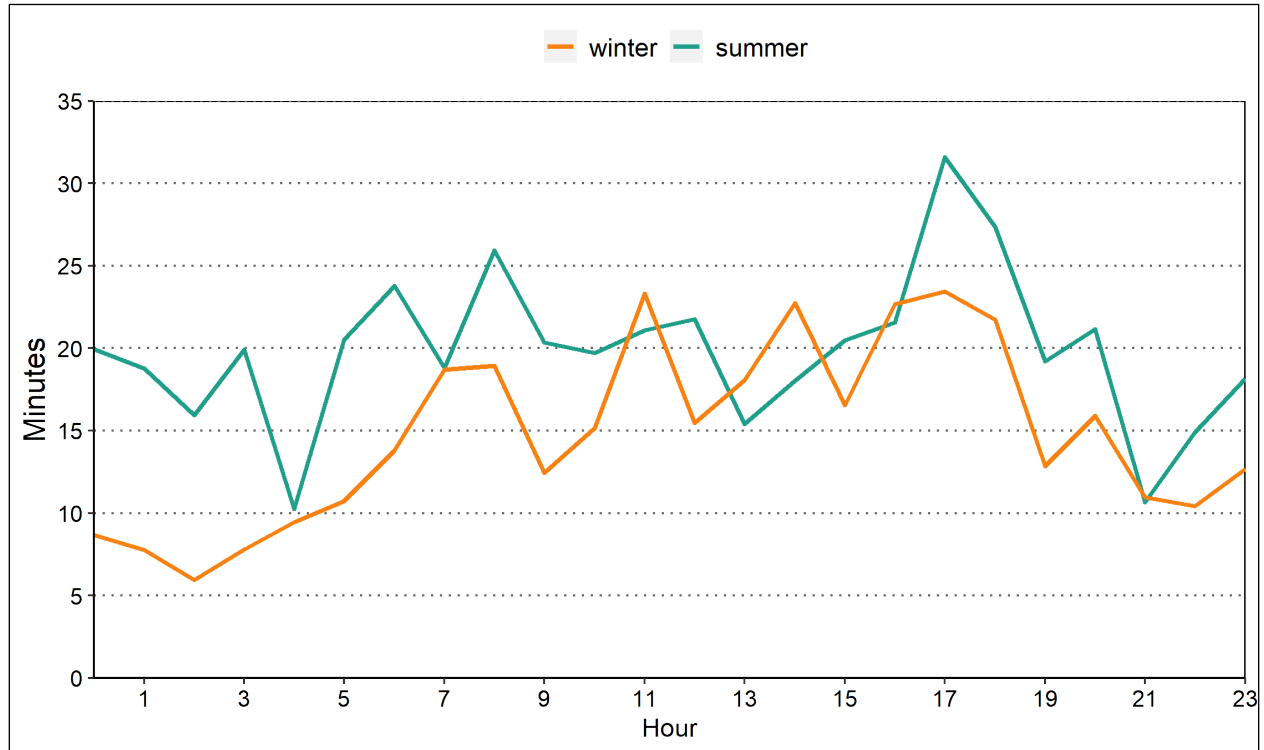
Observations:

- Average response times varied significantly by the hour of the day.

- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 23.4 minutes.

- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 6.0 minutes.

- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 31.6 minutes.

- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 10.3 minutes.

FIGURE 6-28: Average Response Time by Category, Winter 2021
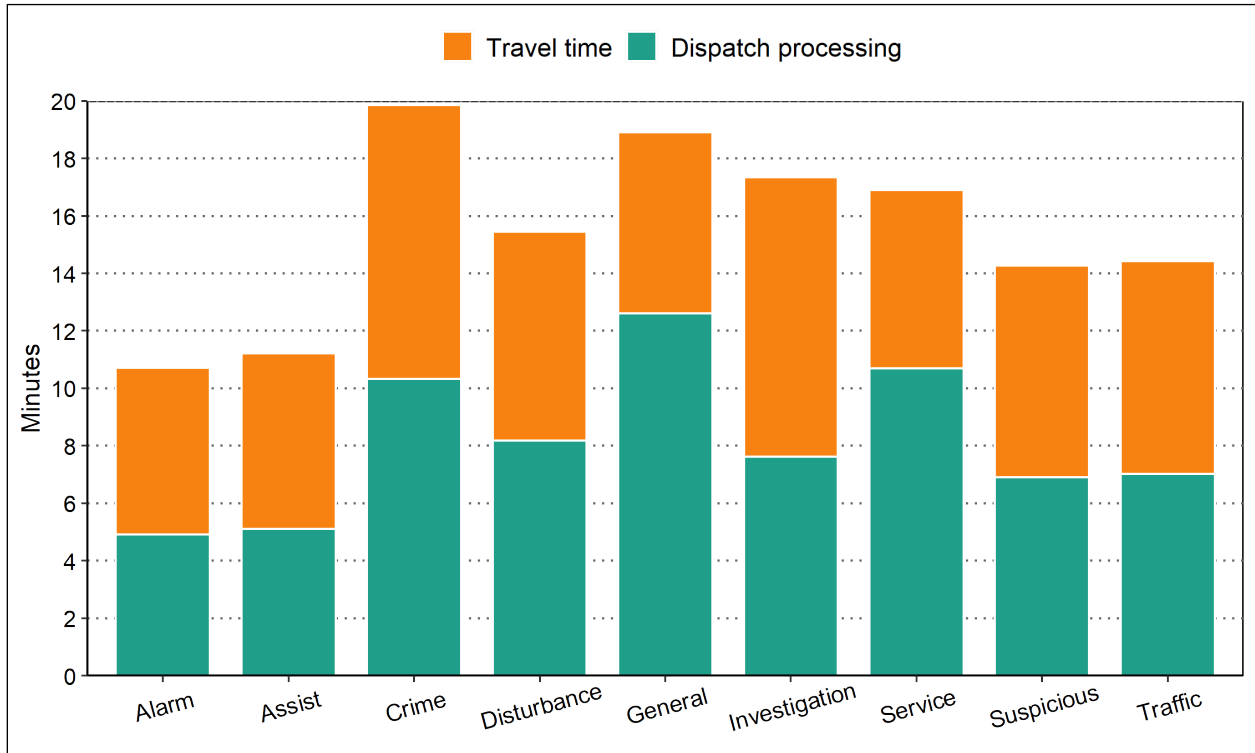
FIGURE 6-29: Average Response Time by Category, Summer 2021
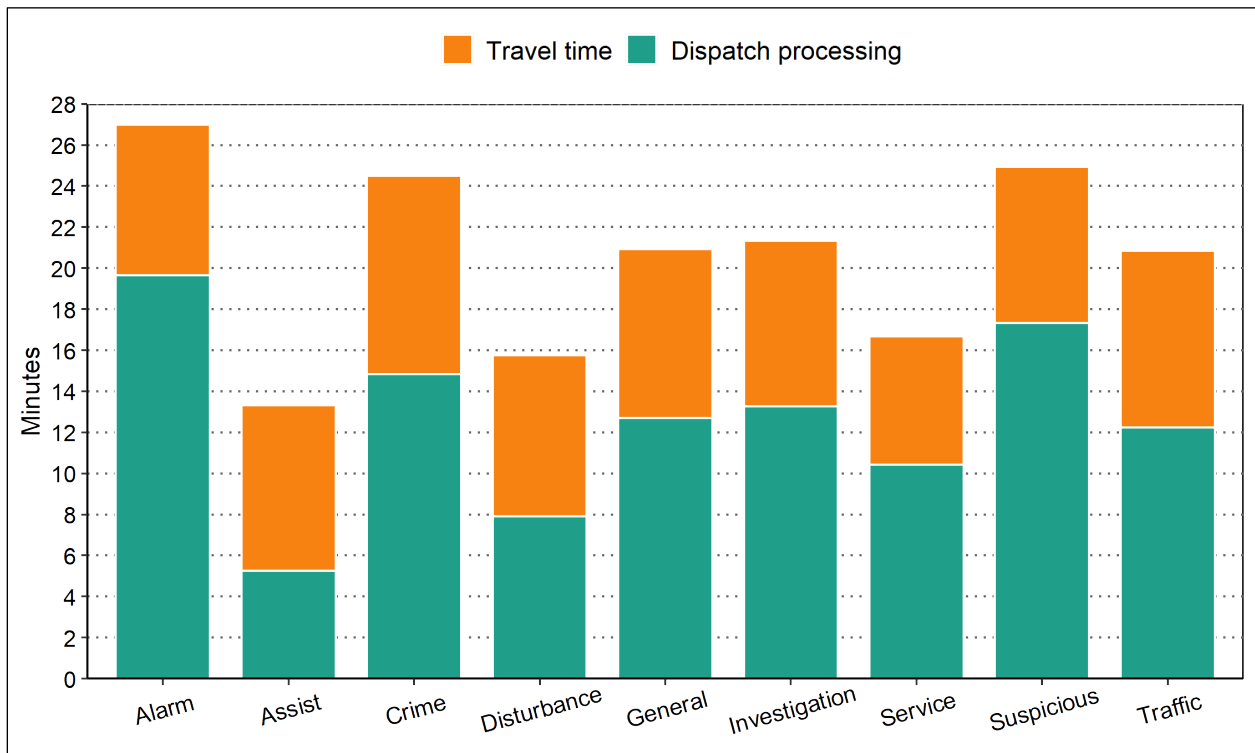
TABLE 6-18: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	7.7	8.5	16.2	62	10.4	8.7	19.1	67
Alarm	4.9	5.8	10.7	76	19.7	7.4	27.0	54
Assist other agency	5.1	6.1	11.2	51	5.2	8.1	13.3	61
Civil matter	14.4	5.9	20.3	38	13.0	7.7	20.7	34
Crime–person	6.6	8.0	14.6	33	10.1	6.9	17.0	33
Crime–property	11.9	10.2	22.1	78	17.9	11.4	29.3	51
Disturbance	8.2	7.3	15.4	83	7.9	7.9	15.8	72
Investigation	7.6	9.7	17.3	40	13.3	8.1	21.3	64
Mental health	6.2	6.3	12.5	14	10.0	7.8	17.8	12
Miscellaneous	13.1	6.6	19.7	49	13.4	8.9	22.2	36
Police service	10.7	6.2	16.9	79	10.4	6.3	16.7	108
Suspicious incident	6.9	7.4	14.3	60	17.3	7.6	24.9	44
Traffic enforcement	4.4	3.6	8.0	17	18.2	8.4	26.6	21
Total Average	**8.6**	**7.3**	**15.9**	**680**	**12.3**	**8.0**	**20.2**	**657**

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

Observations:

■ In winter, the average response time was as short as 11 minutes (for alarms) and as long as 20 minutes (for crimes).

■ In summer, the average response time was as short as 13 minutes (for assists) and as long as 27 minutes (for alarms).

■ The average response time for crimes was 20 minutes in winter and 25 minutes in summer.

TABLE 6-19: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	15.3	18.0	31.1	21.1	18.6	49.7
Alarm	9.8	12.0	20.9	60.7	14.7	67.5
Assist other agency	6.8	11.7	21.5	10.5	16.9	31.7
Civil matter	39.6	13.5	44.8	33.5	21.1	63.8
Crime–person	15.5	18.2	30.9	21.4	15.9	25.6
Crime–property	41.8	25.5	53.9	53.1	23.4	58.7
Disturbance	19.4	15.2	31.6	14.3	18.4	33.9
Investigation	12.3	24.4	41.4	38.6	17.2	45.6
Mental health	13.1	7.9	24.8	15.5	25.2	55.1
Miscellaneous	18.7	16.1	41.2	37.9	21.2	56.2
Police service	32.5	18.6	36.9	26.8	16.2	46.1
Suspicious incident	12.9	17.1	28.8	37.7	15.3	57.1
Traffic enforcement	11.7	8.8	20.7	61.0	20.4	65.9
Total	**19.3**	**17.7**	**34.1**	**33.0**	**19.1**	**52.4**

Note: A 90th percentile value of 34.1 minutes means that 90 percent of all calls are responded to in fewer than 34.1 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 21 minutes (for alarms) and as long as 51 minutes (for crimes).

- In summer, the 90th percentile value for response time was as short as 32 minutes (for assists) and as long as 68 minutes (for alarms).

FIGURE 6-30: Average Response Time Components, by Location
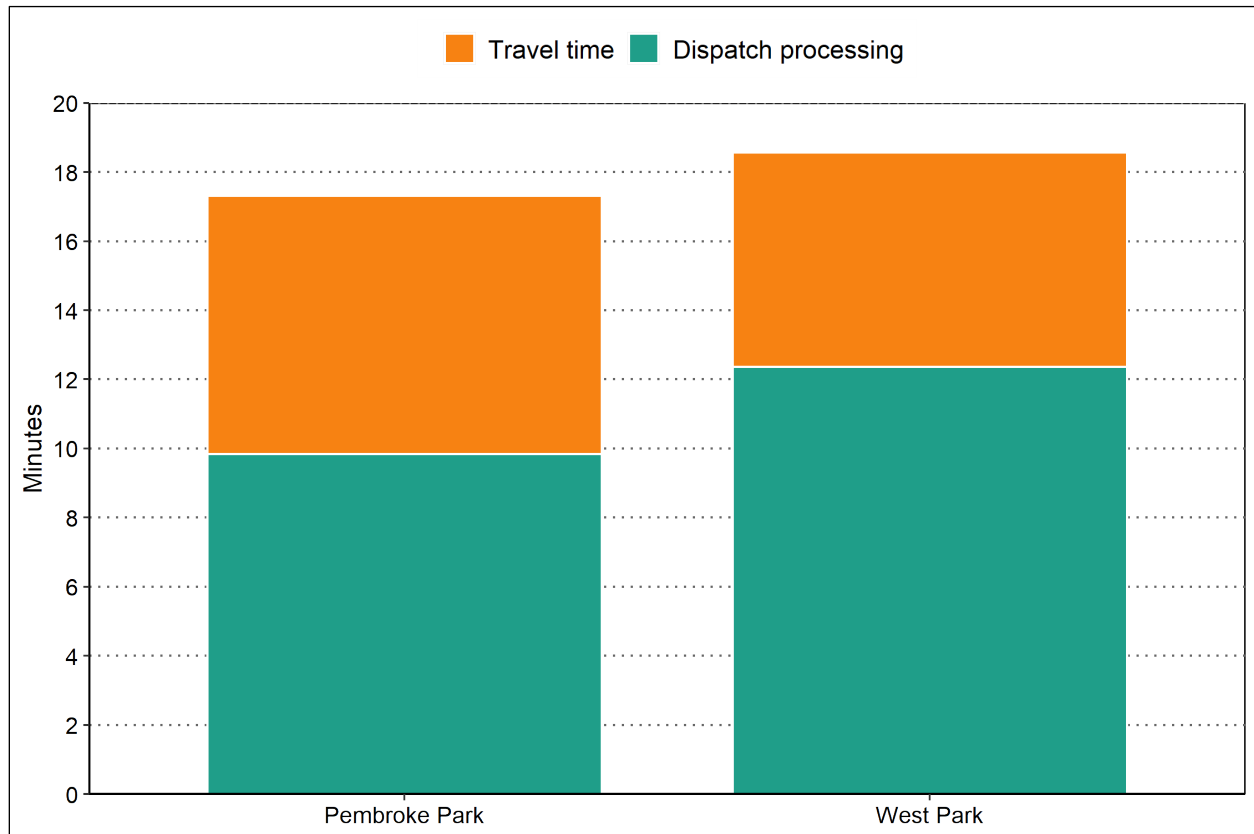
TABLE 6-20: Average Response Time Components, by Beat

City	Beat	Dispatch	Travel	Response	Calls
Pembroke Park	1911	9.9	7.6	17.5	3,081
	1912	9.7	7.2	16.9	1,568
	Subtotal	**9.8**	**7.5**	**17.3**	**4,649**
West Park	101	11.7	5.4	17.1	2,428
	102	11.8	6.2	17.9	2,135
	103	12.9	6.8	19.8	1,618
	104	13.9	7.1	21.0	1,217
	Subtotal	**12.4**	**6.2**	**18.6**	**7,398**
Total		**11.4**	**6.7**	**18.1**	**12,047**

Observations:

■ For Pembroke Park, beat 1912 had an average response time of 16.9 minutes, which is shorter than that of beat 1911.

■ For the district, Pembroke Park had a shorter average response time of 17.3 minutes than the average response time in West Park of 18.6 minutes.

High-priority Calls

The department assigned priorities to calls with priorities 1 and 2 as the highest priorities. Th following table shows average response times by priority. Also, we identified injury accidents based upon their call descriptions, "03I-HIT & RUN WITH INJURIES," "04E-ACCIDENT ROLLOVER OR EXTRICATION," and "04I-ACCIDENT WITH INJURIES," to see if these provided an alternate measure for emergency calls.

TABLE 6-21: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	Minutes, 90th Percentile
	Dispatch	Travel	Response		
1	4.3	4.4	8.7	67	13.9
2	5.2	5.5	10.7	249	23.3
3	8.7	7.6	16.3	1,910	35.5
4	11.3	7.7	19.1	2,423	49.1
Total	**9.8**	**7.5**	**17.3**	**4,649**	**41.2**
Injury accident	3.1	5.0	8.0	103	12.6

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

The following Figure shows average response times for high-priority calls (priorities 1 and 2) by the hour of the day.

FIGURE 6-31: Average Response and Dispatch Processing Times for High-priority Calls, by Hour, South Broward District
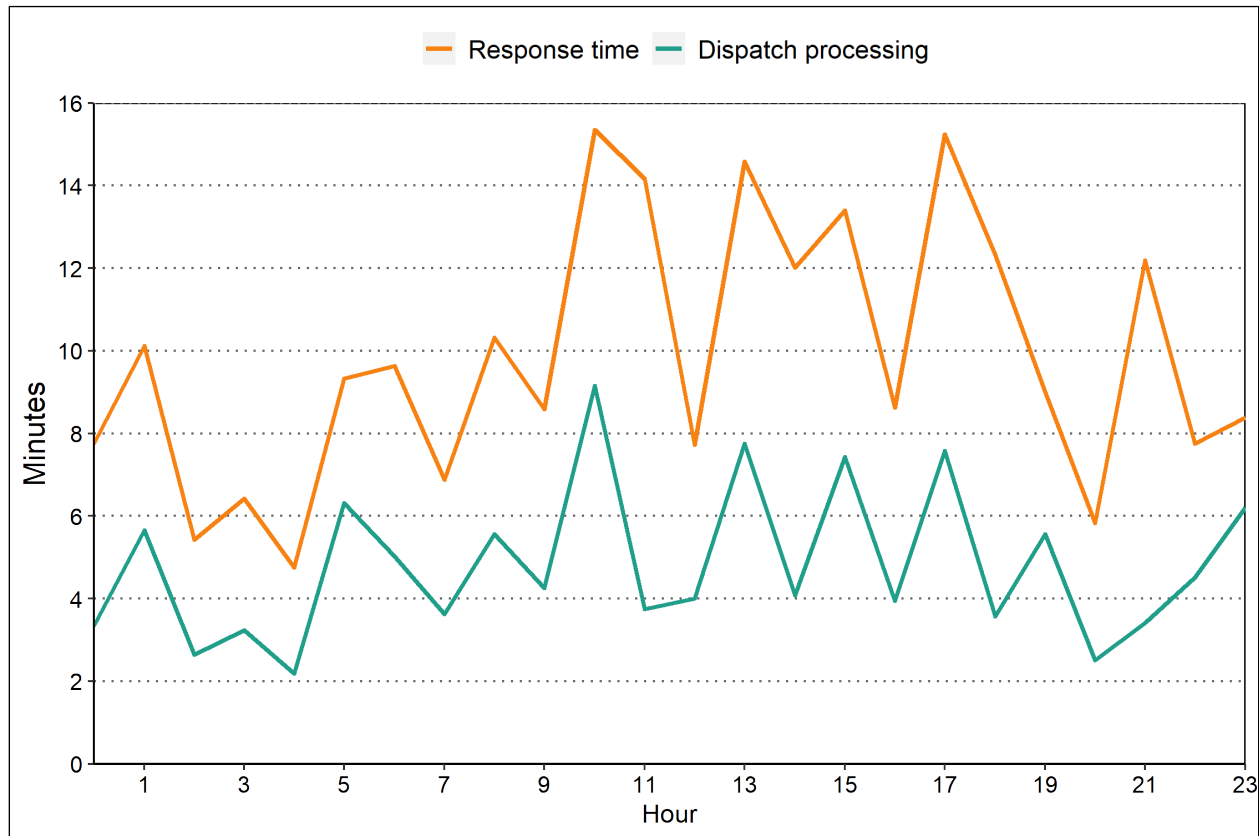
Observations:

- Priority 1 calls had an average response time of 8.7 minutes, lower than the overall average of 17.3 minutes for all calls.

- Average dispatch processing time was 4.3 minutes for priority 1 calls, compared to 9.8 minutes overall.

- Average response time for injury accidents was 8.0 minutes, with a dispatch processing time of 3.1 minutes.

- Figure 6-31 (priority 1 and 2 calls):

  □ There were 316 high-priority calls in the district with an average dispatch processing time of 5.0 minutes, an average response time of 10.3 minutes, and a 90th percentile response time of 15.5 minutes.

  □ For high-priority calls, the longest response times were between 10:00 a.m. and 11:00 a.m., with an average of 15.3 minutes.

  □ For high-priority calls, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 4.7 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2021, to December 31, 2021, were classified into the following categories.

TABLE 6-22: Call Type, by Category

Call Type Description	Table Category	Figure Category
49A-AUDIBLE/INTRUSION ALARM	Alarm	Alarm
49H-HOLD-UP ALARM		
49L-LISTENING ALARM		
49S-SILENT ALARM		
49SH-SILENT HOLD-UP ALARM		
49SI-SILENT INTRUSION ALARM		
25CF-COMMERCIAL STRUCTURE FIRE	Assist other agency	Assist
25EH-ELECTRICAL/UTILITY FIRE		
25EV-ELEVATOR RESCUE		
25FI-FIRE INVESTIGATION		
25FS-FUEL SPILL/FUEL ODOR LAND		
25RS-RESIDENTIAL FIRE		
25VF-VEHICLE FIRE		
55-EXPLOSION		
67AR-MEDICAL-ALLERGIC REACTION		
67CR-MEDICAL-CARDIAC/RESPIRATORY ARREST		
67FI-MEDICAL-FALL INJURY		
67HE-MEDICAL-HEADACHE		
67HM-MEDICAL-HEMORRHAGE/LACERATION		
67HP-MEDICAL-HEART PROBLEMS		
67OB-MEDICAL-OBSTETRICAL/PREGNANCY/CHILDBIRTH/MISCARRIA		
67OD-MEDICAL-OVERDOSE/POISONING		
67PO-MEDICAL-UNCONSCIOUS/FAINTING		
67SP-MEDICAL-SICK PERSON		
67SZ-MEDICAL-SEIZURE		
67TB-MEDICAL-TROUBLE BREATHING		
67UM-MEDICAL-UNKNOWN MEDICAL		
70AB-ANIMAL BITE		
76-AOA (ASSIST OTHER AGENCY)		
HIGH RISE FIRE ALARM		
MULTI-FAMILY FIRE ALARM		
MULTIFAMILY STRUCTURE FIRE (GREATER THAN 5 UNITS)		
OUTSIDE FIRE		
TANK FIRE		
16-CHILD/ELDERLY ABUSE/ABANDONMENT/NEGLECT	Crime–person	Crime
16C-CHILD/ELDERLY ABUSE CPIS/DCF		

Call Type Description	Table Category	Figure Category
18-FELONY WARRANT		
19-MISDEMEANOR WARRANT		
31-ASSAULT		
33-SHOOTING		
34-STABBING		
35-SEXUAL ASSAULT		
36-FIGHT		
41A-ROBBERY-ATTEMPT		
41AR-ROBBERY-ARMED		
41SA-ROBBERY-PERSONAL/BUSINESS		
41V-ROBBERY-VEHICLE/CARJACKING		
43-LEWD-LASCIVIOUS ACTS		
70AA-ANIMAL ABUSE		
79-HARASSMENT/STALKING/THREAT		
09-STOLEN TAG	Crime–property	
10-STOLEN VEHICLE		
21A-BREAKING & ENTERING (BURGLARY) ATTEMPT		
21C-BREAKING & ENTERING (BURGLARY) COMMERCIAL		
21R-BREAKING & ENTERING (BURGLARY) RESIDENTIAL		
21V-BREAKING & ENTERING (BURGLARY) VEHICLE/VESSEL		
30-LARCENY		
40-VANDALISM/MALICIOUS MISCHIEF		
51-TRESPASSING		
52-FORGERY-COUNTERFEIT		
53-EMBEZZLEMENT-FRAUD		
56-BEVERAGE VIOLATION		
57-NARCOTICS		
64-LARCENY-AUTO PARTS		
65-SHOPLIFTER		
22-DISTURBANCE/NUISANCE	Disturbance	Disturbance
22N-DISTURBANCE-NOISE COMPLAINT		
22S-DISTURBANCE-SCHOOL, DAYCARE, CHILD FACILITY		
38-DOMESTIC DISTURBANCE		
38V-DOMESTIC DISTURBANCE VERBAL		
39-DISTURBANCE NEIGHBOR		
66-CIVIL MATTER/CUSTODY ISSUE	Civil matter	General noncriminal
20-MENTALLY ILL PERSON	Mental health	
32-SUICIDE-SUICIDE ATTEMPT		
32T-SUICIDE THREATS ONLY		
14-INFORMATION	Miscellaneous	
17-CONTACT		
48-OPEN DOOR		

| Call Type Description	Table Category	Figure Category
69-ANIMAL SERVICE CALL		
77-CODE ENFORCEMENT		
06-ESCAPED PRISONER	Investigation	Investigation
07-DEAD PERSON		
08-MISSING PERSON/RUNAWAY		
08E-MISSING PERSON (ENDANGERED)		
08R-MISSING PERSON (RECOVERED)		
09R-STOLEN TAG RECOVERY		
10R-STOLEN VEHICLE RECOVERED		
72-LOST/FOUND PROPERTY		
74-RECALL		
911 HANG UP/DROP OFF		
68-POLICE SERVICE CALL	Police service	Police service
13I-SUSPICIOUS INCIDENT/PACKAGE	Suspicious incident	Suspicious incident
13P-SUSPICIOUS PERSON		
13V-SUSPICIOUS VEHICLE		
83-SHOTS FIRED/WEAPONS COMPLAINT		
85-POSSIBLE WANTED PERSON/VEHICLE		
03-HIT & RUN	Accident	Traffic
03H-HIT & RUN ON HIGHWAY		
03I-HIT & RUN WITH INJURIES		
04-ACCIDENT-MINOR		
04E-ACCIDENT ROLLOVER OR EXTRICATION		
04H-ACCIDENT HIGHWAY		
04I-ACCIDENT WITH INJURIES		
11-ABANDONED VEHICLE	Traffic enforcement	
12-RECKLESS DRIVER		
73-TRAFFIC/PARKING COMPLAINT		
10-50 TRAFFIC STOP	Traffic stop	

APPENDIX B: 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 2010 through 2020, along with clearance rates for 2020. Crime rates are expressed as incidents per 100,000 population.

TABLE 6-23: Reported Crime Rates in 2019 and 2020, by City

| Municipality | State | 2019 | | | | 2020 | | | |
| | | Population | Crime Rates | | | Population | Crime Rates | | |
			Violent	Property	Total		Violent	Property	Total
Bay Harbor Islands	FL	6,018	50	847	897	5,821	69	945	1,014
Clewiston	FL	8,098	321	2,606	2,927	8,125	418	2,031	2,449
Key Biscayne	FL	13,248	38	1,321	1,359	12,898	23	1,520	1,543
Lake Park	FL	8,670	992	8,074	9,066	8,612	685	6,770	7,455
Lantana	FL	12,033	648	4,662	5,310	12,825	671	3,322	3,992
Lighthouse Point	FL	11,403	79	1,605	1,684	11,373	62	1,767	1,829
Miami Shores	FL	10,572	218	5,411	5,628	10,358	270	5,213	5,484
Miami Springs	FL	14,374	250	2,651	2,901	13,925	661	2,621	3,282
North Bay Village	FL	8,425	154	1,234	1,389	8,165	196	1,396	1,592
Pahokee	FL	6,335	931	2,526	3,457	6,372	895	2,731	3,625
Palm Beach	FL	8,884	90	1,092	1,182	8,891	34	1,440	1,473
South Bay	FL	5,225	689	1,761	2,450	5,237	668	1,547	2,215
South Miami	FL	12,284	317	3,867	4,184	11,933	419	3,578	3,997
Southwest Ranches	FL	8,061	87	1,811	1,898	8,025	224	2,231	2,455
Surfside	FL	5,829	103	2,230	2,333	5,659	53	2,280	2,333
Village Of Pinecrest	FL	19,760	91	2,095	2,186	19,255	88	2,290	2,379
West Miami	FL	8,362	144	1,112	1,256	9,154	131	1,071	1,202
Wilton Manors	FL	12,948	479	3,352	3,831	12,885	489	3,469	3,958
West Park	FL	15,246	558	2,820	3,378	15,204	645	1,848	2,493
Pembroke Park	**FL**	**6,798**	**750**	**3,177**	**3,928**	**6,812**	**514**	**2,863**	**3,376**
Florida		**21,477,737**	**378**	**2,146**	**2,524**	**21,596,068**	**384**	**1,768**	**2,152**
National		**328,239,523**	**379**	**2,010**	**2,489**	**331,449,281**	**399**	**1,958**	**2,357**

FIGURE 6-32: Reported Pembroke Park Violent and Property Crime Rates, by Year
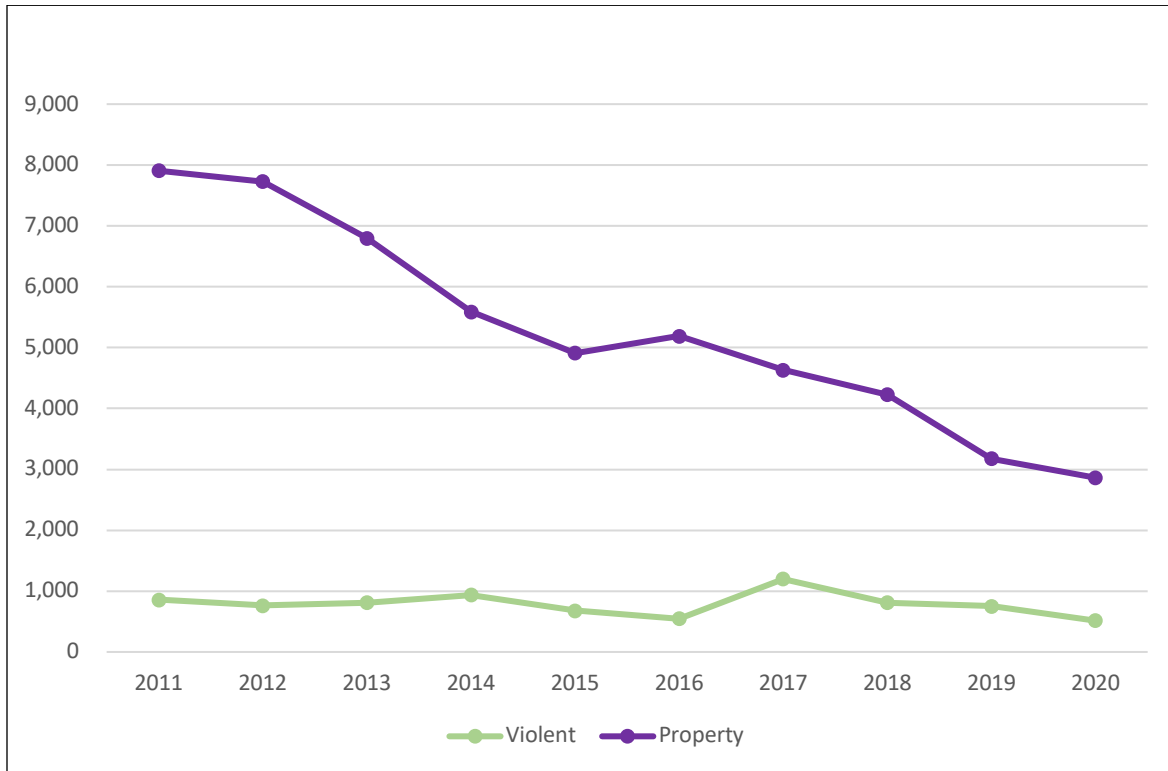
FIGURE 6-33: Reported City and State Crime Rates, by Year
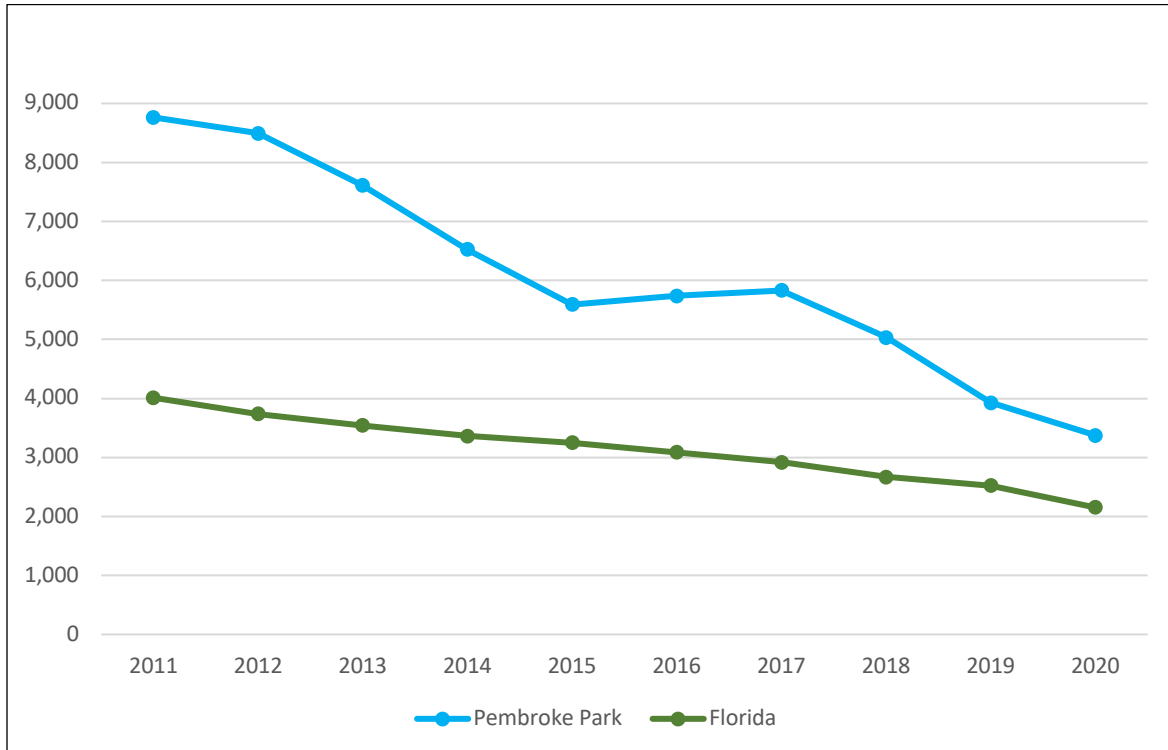
TABLE 6-24: Reported Pembroke Park and National Crime Rates, by Year

Year	Pembroke Park				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2011	6,185	857	7,906	8,763	19,173,658	513	3,500	4,012	317,186,963	376	2,800	3,176
2012	6,299	762	7,731	8,493	19,434,305	484	3,252	3,736	319,697,368	377	2,758	3,135
2013	6,282	812	6,797	7,609	19,672,665	467	3,077	3,544	321,947,240	362	2,627	2,989
2014	6,208	934	5,590	6,524	20,007,473	456	2,909	3,365	324,699,246	357	2,464	2,821
2015	6,332	679	4,912	5,591	20,388,277	459	2,791	3,249	327,455,769	368	2,376	2,744
2016	6,379	549	5,189	5,738	20,750,677	427	2,663	3,089	329,308,297	383	2,353	2,736
2017	6,347	1,197	4,632	5,829	20,984,400	408	2,512	2,920	325,719,178	383	2,362	2,745
2018	6,674	809	4,225	5,034	21,299,325	385	2,282	2,667	327,167,434	369	2,200	2,568
2019	6,798	750	3,177	3,927	21,477,737	378	2,146	2,524	328,239,523	379	2,010	2,489
2020	6,812	514	2,863	3,376	21,596,068	384	1,768	2,152	331,449,281	399	1,958	2,357

TABLE 6-25: Reported Pembroke Park, Florida, and National Crime Clearance Rates, 2019

Crime	Pembroke Park			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	3	100%	1,208	822	68%	14,325	8,796	61%
Rape	4	0	0%	8,443	3,581	42%	124,817	41.065	33%
Robbery	10	4	40%	16,199	6,153	38%	239,643	73,091	31%
Aggravated Assault	35	9	26%	55,333	31,294	57%	726,778	380,105	52%
Burglary	31	1	3%	63,149	12,869	20%	981,264	138,358	14%
Larceny	162	7	4%	357,835	75,185	21%	4,533,178	834,105	18%
Vehicle Theft	23	1	4%	38,982	9,254	24%	655,778	90,497	14%

TABLE 6-26: Reported Pembroke Park, Florida, and National Crime Clearance Rates, 2020

Crime	Pembroke Park			National		
	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	0	0	NA	18,109	9,851	54%
Rape	2	0	0%	110,095	33,689	31%
Robbery	12	3	25%	209,643	60,377	29%
Aggravated Assault	21	5	24%	799,678	371,051	46%
Burglary	22	0	0%	898,176	125,745	14%
Larceny	131	9	7%	4,004,124	604,623	15%
Vehicle Theft	42	6	14%	727,045	89,427	12%

Note: We could not locate state-level clearance rates for 2020 at this time.

END