



**Davie Police Department
BUSINESS PLAN**

Town of Davie
Patrick Lynn
Chief of Police
(954) 693-8320
plynn@davie-fl.gov



I. Table of Contents

I.	Table of Contents.....	3
II.	General Department Description.....	4
	A. Mission Statement.....	4
	B. Value Statement.....	4
	C. Executive Summary.....	5
	D. S.W.O.C Analysis.....	5
	E. Products and Services.....	5
	F. Management and Organizational Structure.....	6
	G. Personnel.....	6
	H. Budget and Financial Plan.....	7
III.	Department Goals/Objectives, Outcomes, Action Steps and KPI.....	8
IV.	Marketing Plan.....	10
V.	Operational Plan.....	15
VI.	Appendices.....	17
VII.	Refining the Plan.....	18



II. General Department Description

Mission Statement

The Davie Police Department exists to serve and protect its citizens. The Department is committed to work in partnership with the citizens for the mutual purpose of promoting safe streets and neighborhoods, creating a community free from the fear of crime, and improving the overall quality of life.

Value Statement/Philosophy

The Davie Police Department's services to its citizens are founded on an ideal of respect for the rights of each individual. Department members shall maintain the highest standards of personal integrity and ethics, and a sense of community interaction that focuses on solutions to citizens and community problems. Our members recognize that all incidents and issues that may be encountered in the line of duty are to be treated in the spirit and manner that best exemplifies the values of compassion, integrity, thorough attention, resolve, and accountability.



EXECUTIVE SUMMARY

Serving a diverse and growing community over 90,000 and positioned as the educational hub of Broward County, with over 44,000 college students, the 235 members of the Davie Police Department face many unique challenges which we are prepared to meet. The Police Department operates on a continual basis, offering law enforcement services twenty-four hours a day, seven days a week. As a state accredited agency, we take pride in our reputation as a professional, progressive police department.

With the growing community, the Department is continually scanning the external environment seeking new and improved innovations to enhance law enforcement services while not adversely impacting the budget. The Police Department strives for excellence in service and continually trains staff to add value to the law enforcement services provided to the Davie community. Over the past few years, the Police Department has developed new systems for crime analysis and data analysis to increase the effectiveness of policing in the community. These new systems include database management systems, technological improvements, information sharing meetings, etc.

The Police Department continues to improve community relationships by developing partnerships with local residents and businesses through the offering of neighborhood watch groups, attendance at homeowner association meetings and other civic meetings throughout the Town. Davie Police Department has incorporated an agency-wide community oriented policing philosophy which has enabled various units within the Department to work in teams. This has also increased communication Department-wide.

The Davie Police Department looks forward to continued inter-department partnerships and strives to maintain the vision and strategy of the Town.



S.W.O.C ANALYSIS

Strength	Description	Options for Preserving or Enhancing Each Strength
Personnel	<ul style="list-style-type: none"> - Qualified professionals at all levels - Well Trained 	<ul style="list-style-type: none"> - Offering competitive salaries and benefits - Positive morale and work environment
Facility	The Department facility is a strength as it provides room for expansion and is 10 years old	- ongoing maintenance
Equipment	Equipment for officers and civilian personnel	- having consistent funding to provide newly enhanced equipment for officer/personnel safety
Training	Annual training	- providing continual training on a consistent basis to ensure FDLE and CFA compliance.



Community Support	The Police Department has been fortunate to have a positive working relationship with the community	<ul style="list-style-type: none"> - continue to provide services and programs that enrich the community and the residents - provide professionalism and excellence through staying current with laws, benchmarking other organizations and incorporating their best practices
-------------------	---	--

Weakness	Description	Options for Preserving or Enhancing Each Strength
Staffing Levels	The Police Department is in need of increasing the staffing levels to provide the community timely service	<ul style="list-style-type: none"> - researching additional funding sources - advertising/recruiting in diversified cultures



<p>Budgetary Constraints</p>	<p>With the tax reform and the decrease in state/federal revenue, the Department has reduced their budget which has in turn limited the amount of funding that was previously provided for programs and services offered to the community. These programs and services enable the Department to interact with the community and increase the quality of life of the residents.</p>	<p>- researching additional funding sources to allow for expansion of programs and services offered to the community</p>
<p>Internal Communication</p>	<p>Department communication</p>	<p>Continue in the strive for Department-wide communication efforts; involve more staff in monthly meetings, increase email usage interdepartmentally, automated scheduling and timely crime analysis information</p>
<p>Information Systems/Technology Management</p>	<p>Antiquated management philosophies on information systems management has inhibited the Department to advance with automation and data collection/analysis</p>	<p>The Department has purchased OSSI, Telestaff and other database management systems to move forward in technology allowing for more efficiency and effectiveness in the overall performance and function of the Police Department.</p>
<p>Internal Processes w/ external Departments</p>	<p>Continual conflicts with other Town Departments due to communication and processes</p>	<p>Consistent policies and procedures among all the processes within the different Departments.</p>



Opportunity	Description	Options for Taking Advantage of Each Opportunity
Grant Funding Opportunities	Additional funding for staffing needs, equipment and operations.	Researching additional grant funding opportunities to provide the Department additional monies for increasing programs and services for the community
Progressive Growth in Community	Organizational and community growth strategies	Having a consistent and progressive growth strategy departmentally as well as town wide.
Impact Fee Revenue	Additional funding for staffing needs, equipment and operations.	Additional revenue will allow the Department to grow and enhance community programs, service responses and organizational development. This revenue will also enable the Department to surpass its level of professionalism and excellence in service.
Forfeiture Funds	Additional funding for staffing needs, equipment and operations.	Additional revenue will allow the Department to grow and enhance community programs, service responses and organizational development. This revenue will also enable the Department to surpass its level of professionalism and excellence in service.



Community Partnerships	Partnerships with local organizations within the Davie community	Building strong community partnerships to enhance services and programs.
Law Enforcement Partnerships	Partnerships and agreements with other law enforcement organizations and task forces.	Building strong agency relationships with other municipalities, state attorney's office and task forces for enhancement of services provided to the residents

Challenge	Description	Options for Overcoming Each Challenge
Recruitment	The Department has encountered issues with recruiting quality applicants for the position of Police Officer.	Allocation of more funding to allow for the attendance job fairs, recruiting through profession-related websites and periodicals;
Decreased Funding	Tax reforms resulted in decrease in state funding	Researching additional funding needs via grants, impact fee revenue and forfeiture seizures
Economic Conditions	Currently economic constraints have resulted in slow revenue growth for the Town as a whole	Researching additional funding needs via grants, impact fee revenue and forfeiture seizures
Terrorism	Significant student population; large campus size; easy access to interstates	<ul style="list-style-type: none"> - Provide specialized equipment - Provide specialized training - Provide specialized positions with the Police Department



PRODUCTS & SERVICES

The products and services listed below are representation of what programs the Police Department actively participates in, aside from responding to emergency calls for service.

Patrol – utilizes a Team Policing Model while embracing the philosophy of Community Policing. The majority of officers are regularly assigned the same zone which allows officers to identify and address problems in their specific area. Patrol provides around-the-clock service, seven days a week, 365 days a year. Including in the Patrol Division is the Dive Team, Crisis Response Team, Special Response Team, Honor Guard, Field Force and the Canine Team.

Investigations – is comprised of the Criminal Investigations Division (C.I.D.), the Special Investigations Division (S.I.D.), Victim Advocate, Crime Analysis, the Crime Scene Unit and the Missing Persons Unit. C.I.D. handles a variety of criminal investigations, including: Homicide, Sexual Assault, Robbery, Burglary, Economic Crimes, and Thefts among others. C.I.D. is also responsible for identifying and tracking Sexual Predators and Sexual Offenders. S.I.D. is responsible for addressing crimes related to sensitive investigations and Narcotics. S.I.D. Detectives work in conjunction with several Federal, State and Local task forces to foster a combined effort in the fight against drugs.

Our Victim Advocate keeps victims informed of their rights and remedies and assists them in getting support, assistance and guidance throughout the criminal justice proceedings. Crime Analysis assists by ensuring awareness of trends and patterns of criminal activity so that I.B. can develop strategic action plans for combating crime. The Crime Scene Unit assists in the investigation of crimes by identifying, gathering and collecting evidence. The Missing Persons Unit works with several Federal, State, and Local agencies to assist in the safe return of missing juveniles and endangered adults.

Members in the Investigations Bureau work in collaboration with other members of the Law Enforcement Community in a combined effort to make our neighborhoods safer, while improving the quality of life for all of our citizens.

Code Compliance – Code Compliance Inspectors are staffed within the Police Department to ensure, by working together, that homeowners and business owners alike are able to protect their investments, maintain the quality conditions of their neighborhoods, and preserve the safety, cleanliness, and attractiveness of their community as a whole.



Citizen's Police Academy – The Citizen's Police Academy (CPA) provides the community a hands-on view of police work and the impact the Police Department has in the community.

Mobile Crime Watch – Mobile Crime Watch is a partnership between the local community and the Police Department for crime prevention. Individuals who serve on Mobile Crime Watch are volunteers.

SALT/TRIAD – Both the SALT and TRIAD associations provide safer communities with the use of partnerships between senior citizens and law enforcement agencies. These programs provide education forums for seniors regarding crime trends targeted at the elderly community.

Volunteer Program – Fosters a greater involvement of the Davie community in the Department's policing efforts as well as providing a partnership with the residents and community of Davie. Volunteers are generally recruited through the Department's CPA program.

Juvenile Diversionary Programs – The Diversionary Programs are a collaborative effort involving the Police Department and the Broward County Circuit Courts to recommend community service for adolescents who are first time offenders in lieu of sending them through the court system.

ADAPT – The Alcohol and Drug Abuse Prevention Treatment is a collaborative effort involving the Police Department and Nova Southeastern University's Mental Health Center to provide counseling services to adolescents who are first time offenders in lieu of sending them through the court system.

School Resource Officers – the School Resource Program provides security and safety to the faculty and students of local public schools. Elementary School Resource Officers provide drug awareness education on an annual basis.

Crime Prevention – The Crime Prevention Program is part of the Special Operations Division where Police Department personnel inform and educate the community on safety and security of their homes, neighborhoods and persons.

Beat the Heat – Beat the Heat is a race car program that is part of a national campaign to combat driving under the influence, drag racing and aggressive driving particularly to target the youths of the community. This program provides an avenue for the Police Department to educate the youths of the Davie community.

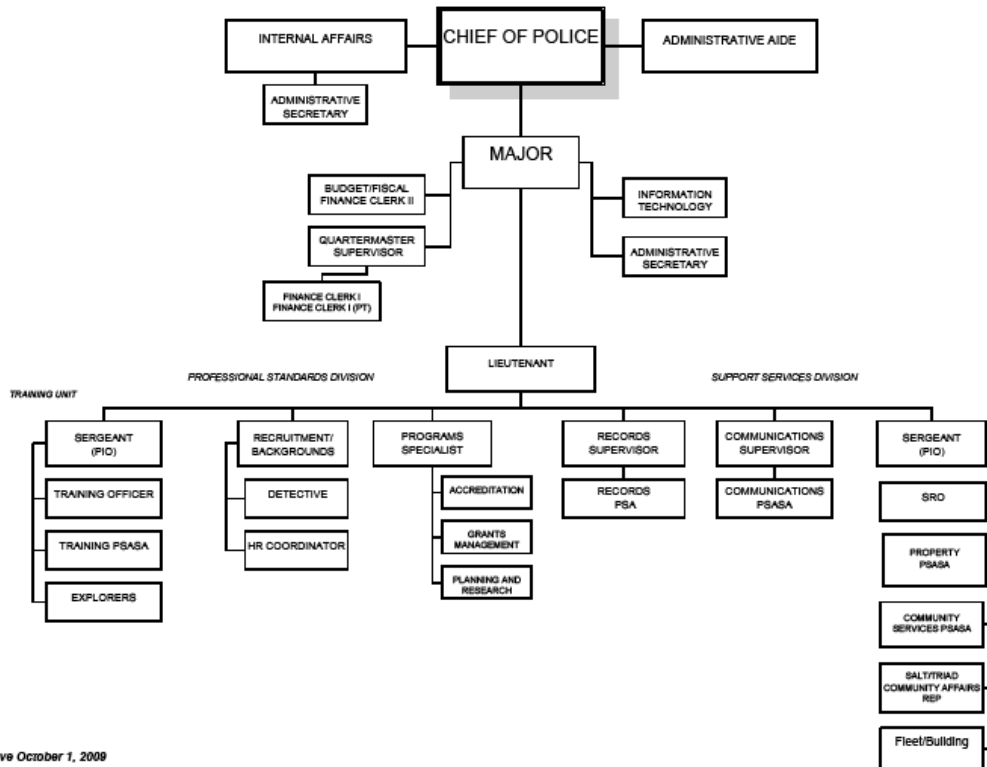


RADkids – The Resisting Aggression Defensively (RAD)kids Program is offered to children of the Davie community to teach skills and defensive techniques against violent encounters. The program is a hands-on training class and provides children safety techniques to protect against abductions and physical abuse. Also available is a women's program called Rape Aggression Defense (RAD). This program offers women safety and defensive techniques against violent encounters.



MANAGEMENT & ORGANIZATIONAL STRUCTURE

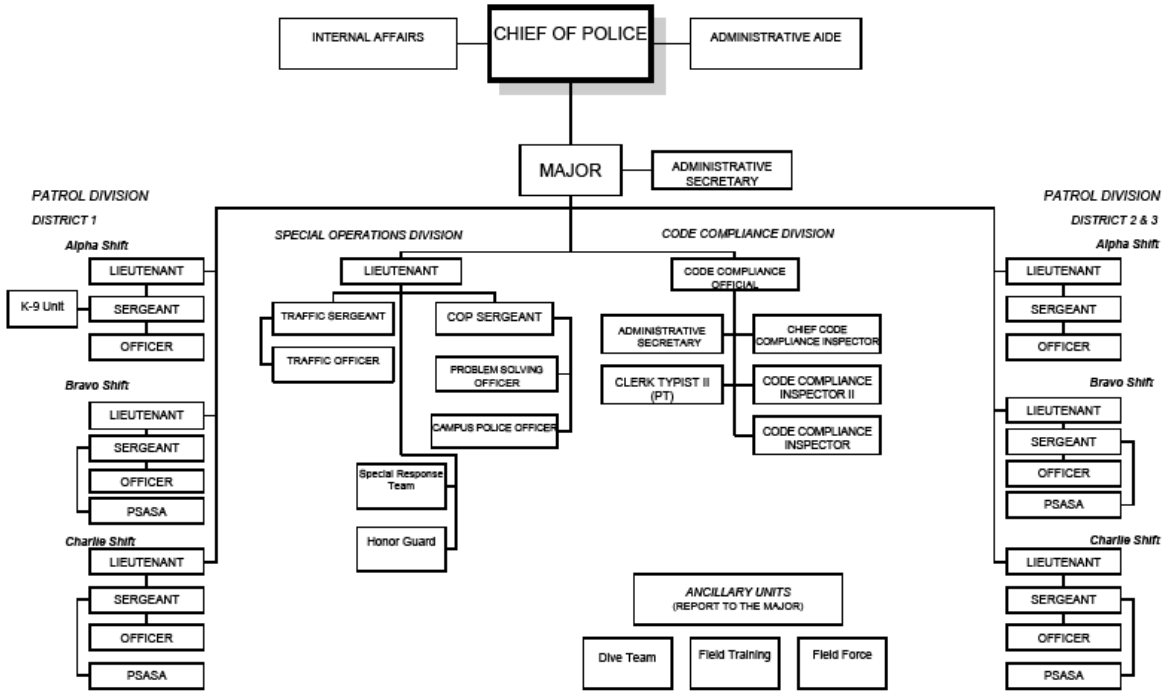
ADMINISTRATION BUREAU



Effective October 1, 2009



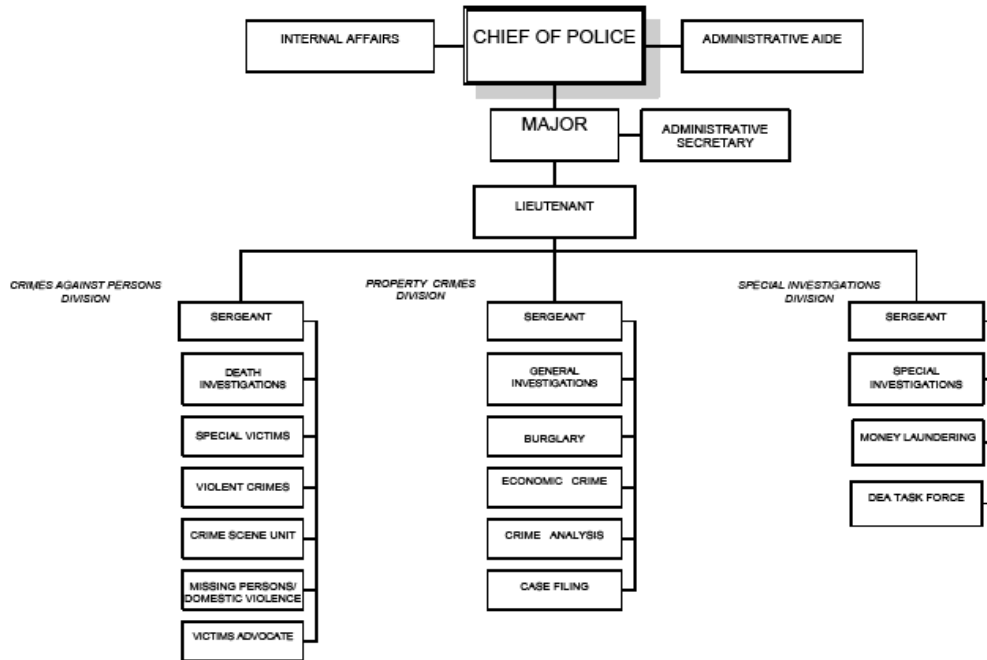
OPERATIONS BUREAU



Effective October 1, 2009



INVESTIGATIONS BUREAU



Effective October 1, 2009



PERSONNEL

The Davie Police Department is currently at 235 authorized personnel. Of the 235, 167 are sworn members (currently staffed at 163) and the remaining 68 individuals are civilian staff. The Department has 15 civilian volunteers that have added great value to the agency as when budget constricts the agency from hiring and staffing personnel, volunteers help with diversifying the workload. Of the sworn employees, nearly 60% of them have less than five years of service with the agency.

All Police Department personnel are skilled labor. Sworn personnel undergo a six month training prior to be appointed to sworn status. This training is conducted at Broward College's Institute of Public Safety. This program is a sponsorship by means of Agencies "sponsoring" individuals to attend the academy with the return of them being employed as a law enforcement officer once they pass their state board certification test.

Listed below are representations of the positions that exist within the Police Department

Chief of Police

The Chief of Police manages the day-to-day operations of the entire Department inclusive of all assigned divisions within the Police Department. The Chief of Police is responsible for protection of lives and property in the Town through the organization and direction of all police functions, including patrol, investigations and enforcement.

Police Major

The Police Major is responsible for supervising subordinates and the activities of personnel under their command, and participating in the planning for Department goals and objectives. The Police Major may assume duties of the Chief of Police in his/her absence. Work also includes conferring with the Chief of Police to improve the Department's efficiency.

Police Lieutenant

Police Lieutenants supervises a large staff of personnel engaged in traffic or patrol activities; makes schedules, assignments and communicates orders, policies, procedures and other administrative directives to subordinate personnel; inspects field operations; advises first line superiors in training methods and procedures. Develops improved methods and procedures relative to assigned functions; assists a superior officer in the formulation of policies, plans and programs; coordinates activities with other departmental units and other local, regional and state agencies. Assists in preparation of annual department budget proposal; prepares resolutions to authorize special purchases and is responsible for recommending all purchases, equipment replacement, and overtime associated with shift or unit operations.



Police Sergeant

Observes, supervises and instructs subordinate officers; responds to in-progress and major incidents and directs or assists subordinates in difficult and unusual situations. Supervises and participates in general patrol, traffic operations, and investigation or special duties. Recommends training programs and develops subordinate personnel; conducts periodic inspections of subordinates, and police vehicles and equipment; maintains disciplinary control of subordinates. May appear before citizens and community groups to explain and demonstrate Police Department policies, procedures and methods in order to cultivate favorable public relations.

Police Officer

Patrols a designated area in a radio-equipped patrol car to preserve law and order, prevent and discover the commission of crime, enforce motor vehicle operation, parking and traffic regulations, State statutes, County and Town ordinances. Answers calls and complaints involving automobile accidents, fires, nuisances, assaults, robberies and other felonies and misdemeanors; administers first aid; makes arrests and places prisoners in jail; testifies as a witness in court. Completes written reports on assigned calls for service. Establishes traffic control and police protection at fires and other incidents which may attract crowds; performs police duties at parades, demonstrations and sporting events; check and reports on deficient street lights, signs, road services, or other facilities which serve the public. Demonstrates good judgment during routine and non-routine situations. Acts in accordance with department policies and procedures. Utilizes techniques in a safe manner in accordance with training.

Police Service Aide Special Assignment

The ability to assist the officer on D.U.I. arrests by operating the Intoxilyzer or similar blood-alcohol content measurement device (Includes completing a report and testifying in court) as well as giving depositions. The ability to assist with traffic control and police protection at fires and other incidents where crowds gather or traffic is congested due to outside influences. The ability to investigate traffic accidents, issues citations, both State and Town, including parking citations, investigate various types of complaints of a delayed nature, assist officers in other types of situations on the road. Handles some code violations.

Police Service Aide

Follows department procedures in reference to maintaining files, documentation, correspondence, case filing and other related forms; understands FDLE requirements, Florida Public Record Law, State Statutes and Town Ordinances as it pertains to records maintenance. Operates copying machines, computer, scanners, all recording devices, register and other office equipment. Works with the public and handles requests for records from the public.



Dispatcher

The ability to operate separate computer consisting of police records, give information to the officer responding to a complaint, keep complete logs on various arrests, teletype entries and cancellations. The ability to operate a computer terminal connected to the Florida Department of Law Enforcement and the National Crime Information Center; process requests from officers regarding driver's license checks, vehicle registration checks, criminal histories, various stolen and recovered items, warrant checks and broadcasts. The ability to operate a radio system to receive and transmit messages, dispatches emergency requests received through telephones; handle requests for service by telephone.

Dispatch Supervisor

Maintains inventory of and controlling issuance of all departmental portable radios, batteries, shoulder mikes, and antennas to officers. Supervises maintenance and repair of radio equipment. Observes, supervises and instructs communications personnel; directs or assists communications personnel in difficult and unusual situations. Oversees in-progress and major incidents. Ensure administrative personnel are notified of major events occurring within city limits. Supervises and participates in general dispatching, FCIC/NCIC operations, providing audio and/or video recordings for internal and public investigations. Recommends training to develop and improve the performance of communications personnel and coordinate orientation and dispatch training for new dispatchers; maintains disciplinary control of communications personnel. Investigates complaints against communication personnel. Supervises and prepares daily, special and periodic plans or reports. Prepares daily schedule. File and retrieve materials based on full knowledge of organization and activities. Work closely with FDLE to ensure communications is operating within their policies. Maintain TAC (Terminal Agency Coordinator) and LAI (Local Agency Instructor) certification for FDLE. Point of Contact for digital certificates.

Human Resources Coordinator

Reviews the processing and maintenance of personnel transactions, disciplinary actions, records and files pertaining to appointments, transfers, promotions, separations, pay adjustments, employee performance appraisals and related personnel actions. Assists in developing sources of qualified applicants; Manage recruitment activities for all Police Department personnel, e.g. reviews applications; plans, schedules and conducts interviewing process; authorizes psychological, polygraph and medical exams; initiates all required documentation throughout the hiring process; obtains final approval and presents opportunity for employment to applicants. Maintains data on recruitment activities, applicant flow, interviews, hires, transfers, promotions, and terminations. Serves as the insurance representative for the department. Responds to questions and processes documentation in reference to employee benefits, group health and workers compensation insurance. Ensure that all FDLE requirements are executed, documented and accurately reported as it relates to recruitment of Police Officers. Maintains data on the Hepatitis Vaccination program, e.g. collects all completed vaccination forms whether employees



decline or request the vaccination; schedules high risk employees for the initial vaccination; retains a log of all employees that have received all required shots and immunization testing,

Police Programs Specialist

Assist the Department in the preparation of law enforcement grant applications, prepare required grant reports and monitor grant-funded programs and activities as specified by the Federal and State grant regulations and guidelines. Research demographic information, prepares studies, and provide information necessary to update the Town's police accreditation management process. Undertake research related to law enforcement trends for accreditation management and law enforcement grants. Input and maintain data for annual reports. Manage Police Department Accreditation process including, but not limited to policy and procedure development.

Administrative Aide

Employee manages assigned Department operations or work initiated in anticipation of needs or problems and at the request of the Chief of Police. Employee provides administrative and secretarial support to the Chief of Police. Employee is responsible for the administrative work for off-duty details, which include scheduling and billing.

Crime Scene Technician

Photographs and video tapes major crime scenes using 35 mm cameras, video cameras, and digital camera imagery; develops and prepares photographic enlargements for latent prints, shoe impressions, etc. Collects, packages, transports and submits evidence within prescribed standard operating procedures; transports evidence to appropriate crime labs - Broward Sheriff's Office, Florida Department of Law Enforcement or the Federal Bureau of Investigation, for scientific laboratory analysis; ensures that the necessary forms are prepared and processed. Attends and documents autopsies via photography/videotape; collects and packages evidence such as hairs, fibers, clothing, finger and palm prints, fingernails, and body fluids from decedent at autopsy to be placed into evidence. Produces crime scene drawings and sketches manually to record location of all evidence; utilizes computer software program for final drawing of crime scene. Prepares exhibits for case prosecution including photographs, crime scene diagrams, casts of impressions, etc.

Finance Clerk II

Is responsible for general ledger balancing for Capital Projects; balances subsidiary ledgers including accounts receivable, assessment reports and reconciles ledgers by making adjusting entries as necessary. Maintains disbursement accounts for the Town, including encumbering of purchases, auditing of invoices, posting, reconciling and preparing trial balances and other necessary reports. Maintains a complete set of general accounting books, including control accounts and informs department heads of budget balances. Reconciles bank accounts and corrects daily posting of cash receipts. Examines invoices and audit reports to determine their accuracy, and completeness. Closes accounts and prepares records for annual audit; sets up journals and ledgers by department for new fiscal year.



Employees perform fiscal control and governmental accounting work in the administering all accounting and related records concerning the receipt, expenditure and balance of federal, state and Town funds. Work involves preparing documents for submission to the Town's Budget and Finance Department, statistical reports for command staff in addition to maintaining and monitoring the Department's budget.

Finance Clerk I

Prepares employee timesheets for appropriate supervisor's verification and checks verification for final entry into computer; updates personnel changes in computer payroll/personnel system. Receives and records employee requests for vacation, compensatory and sick leave, reviews computer for accrual records; enters information into computer and additionally must keep some independent manual records. Processes employee attendance and leave records to compute payroll, sending to Budget & Finance Department; maintains and prints records of earnings and leave time. Receives and answers employee inquiries about payroll and leave time, referring questions to Budget & Finance Department as necessary.

Administrative Secretary

Coordinates the administrative and operational activities of the Bureau/Division. Composes and types correspondences, reports, statements, manuscripts, letters, resolutions, proposals, forms and other Department materials. Distributes Division mail including confidential correspondence and directs to appropriate party for handling or response. Maintains Division filing system, maintains files regarding active projects for the Bureau Commander, updates files as necessary. Prepares agenda for administrative meetings, handles mechanics for planning said meetings. Attends conferences, hearings, advisory committees, special meetings and/or workshops.

Office Supervisor

Maintains inventory of property/evidence unit, controlling issuance of equipment to officers and deciding disposal of other items through public auction; supervises maintenance and repair of equipment. Manages activities of purchasing, records unit, dispatch unit, court unit and maintenance unit; schedules and manages off-duty officer details. Performs various bookkeeping duties which include overseeing all divisions which maintain records of accounts receivable; and assigns, prepares and reviews purchase orders, logging necessary follow-up records. Screens and routes materials according to content of communications; routing duties require detailed knowledge of organizational operations and individual staff members' assignments and status of work. Files and retrieves materials based on full knowledge of organization and activities.

Code Compliance Inspector

The ability to maintain accurate records and prepare cost-recovery logs associated with code enforcement cases on a routine basis. The ability to assist the Code Compliance Official in the investigation of complaints associated with violations of town codes and ordinances and to make recommendations as to the method and manner of achieving compliance for parties. The ability to communicate effectively with all parties in relation to code enforcement case requirements



and recommendations to achieve compliance. The ability to investigate town computer records for preparation of code enforcement cases.

Code Compliance Inspector II

The ability to provide assistance to the Code Compliance Official as related to special assignments related to code enforcement activity. The ability to assist the Chief Code Compliance Inspector with special assignments as related to code enforcement activity. The ability to assist Code Compliance Inspectors with routine and special assignments related to their code enforcement activities as directed by the Code Compliance Official. The investigation of code enforcement solid waste complaints and the preparation of related Notices of Violation as directed by the Code Compliance Official.

Chief Code Inspector

The ability to review Notices of Violation and make the appropriate additions and corrections on behalf of the Code Compliance Official. The ability to assist and advise the Code Compliance Official in and about the conduct and daily activities of the code compliance inspectors. The ability to prepare and present code enforcement cases while assisting the Code Compliance Official with the special magistrate process. The ability to review and assign code enforcement complaints to the appropriate area code compliance inspectors on a routine basis.

Code Compliance Official

Manages the operations and activities of the Code Compliance Division which includes planning, directing and appraising subordinate inspectors, prescribing work methods for field operations, implementing departmental directives and policies, and maintaining discipline and internal integrity. Receives and answers questions and complaints from the public concerning the interpretation of and compliance with the various codes and ordinances; makes special field investigations as may be required. Coordinates case prosecution with the municipal prosecutor, inspectors and witnesses. Compiles and processes periodic activity and budgetary reports; coordinates vehicle maintenance for divisional automobiles



The Davie Police Department's Recruitment Section is continually seeking individuals for the position of Police Officer. With some upcoming retirements and in preparation for possible resignations do to various reasons, the Department maintains a current eligibility list of qualified applicants who have successfully completed the preliminary background investigation process. The Human Resources Coordinator and Background Investigative Detective attend various recruitment job fairs throughout the year seeking qualified individuals looking for a career in the criminal justice field.

The Police Department has highly qualified professionals at all levels of the organization. Staff receives training in all disciplines relative to their position upon placement in the position. In the Police Department's Administration Bureau is the Training Unit, which is responsible for all in-house training, as well as processing any external training deemed needed for staff. The Training Unit is responsible for ensuring annual mandatory qualifications and other coursework is completed by the sworn personnel. Included in the annual training is scenario-based training with firearms as well as defensive tactics, which in recent years has proven to be very effective in emergency response to critical incident responding.

Scheduling is provided biannual through a seniority-based bidding process. This process is inclusive of positions of PSA, PSASA, Dispatchers, Detectives, Road Patrol Officers, Sergeants and Lieutenants. The only individuals not affected by the bidding process are administrative staff, as they have set schedules which are conducive for normal business operations. Once personnel bid for their respective shifts, the information is then placed in TeleStaff which is automated scheduling software.

Police Officers, Sergeants and Lieutenants are included in the Fraternal Order of Police Collective Bargaining Unit. Majority of the civilian staff are represented by the Fraternal Order of Police Association Collective Bargaining Unit. Command staff and two civilians are non-represented. Pay structure can be found within both collective bargaining agreements. Pay scales for the non-representative are maintained at the Human Resources Department.

The Police Department is a state accredited agency with the Commission for Florida Law Enforcement Accreditation (CFA). The Department was initially accredited in 2005, then reaccredited again in 2008 and is in current preparation of being reaccredited in 2011. The CFA recertifies agencies every three years after their initial on-site accreditation. The CFA board executives are police chiefs, sheriffs and other executive level law enforcement representation that develop standards that accreditation agencies manage to provide excellence in service and accountability. The 267 standards are devised from state and federal legislation and peer-reviewed recommendations to reduce liability and increase an overall consistency throughout all participating agencies.



BUDGET & FINANCIAL PLAN

**Budget & Financial Data
Police Department**

Account Description		FY2008 Original Budget	FY2008 Actual	FY2009 Original Budget	FY2009 Actual	FY2010 Original Budget	
PERSONAL SERVICE	COURT TIME	\$403,818	\$462,051	\$438,669	\$565,294	\$437,000	
	DISABILITY INSURANCE	\$84,046	\$80,634	\$92,556	\$16,285	\$0	
	DROP FRONT LOADING EXPENS	\$405,000	\$0	\$285,286	\$0	\$458,640	
	FICA	\$1,064,857	\$1,145,795	\$1,164,888	\$1,262,816	\$1,174,528	
	HEALTH INSURANCE	\$2,462,771	\$1,876,895	\$2,075,357	\$2,013,443	\$2,411,024	
	LONGEVITY	\$64,509	\$63,728	\$74,160	\$518	\$50,831	
	OFF-DUTY DETAIL	\$648,000	\$726,872	\$635,000	\$779,055	\$635,000	
	OVERTIME	\$746,075	\$795,812	\$962,241	\$1,264,580	\$727,974	
	RETIREMENT CONTRIBUTION	\$4,839,322	\$4,657,148	\$5,211,031	\$5,807,740	\$6,257,448	
	SALARIES	\$15,168,739	\$14,472,253	\$15,460,974	\$15,299,866	\$15,478,296	
	WORKER'S COMPENSATION	\$371,198	\$363,071	\$398,286	\$442,950	\$436,691	
	SUBTOTAL 8	\$26,258,335	\$24,644,259	\$26,798,448	\$27,452,547	\$28,067,432	
	OPERATING EXPENSE	ANIMAL EXPENSE	\$12,200	\$6,779	\$12,200	\$3,472	\$10,000
		BUILDING MAINT./INT.	\$107,000	\$97,471	\$101,983	\$100,405	\$0
CHILD SAFETY EXPENSES		\$4,514	\$544	\$4,514	\$744	\$2,819	
COMMUNICATIONS		\$265,808	\$251,739	\$244,216	\$217,957	\$260,000	
COMMUNITY PROGRAMS		\$0	\$0	\$4,000	\$0	\$0	
CONTRACTUAL SERVICES		\$305,196	\$283,303	\$385,550	\$279,631	\$410,100	
EDUCATION AND TRAINING		\$105,213	\$101,407	\$214,546	\$164,031	\$198,446	
EMERGENCY PREPAREDNESS		\$1,000	\$0	\$20,000	\$19,979	\$20,000	
EQUIPMENT/MAINT.		\$10,000	\$6,767	\$30,299	\$29,529	\$27,399	
FED FORF EXPENSE/JUSTICE		\$377,000	\$230,091	\$0	\$0	\$0	
FUEL		\$523,833	\$842,478	\$637,171	\$564,483	\$794,665	
INSURANCE		\$10,000	\$10,000	\$10,000	\$0	\$10,000	
INTERNAL CHARGES - TIMS		\$738,378	\$713,394	\$647,899	\$647,940	\$845,619	
INVESTIGATIVE EXPENSE		\$10,413	\$6,335	\$56,300	\$56,597	\$27,850	
LEGAL EXPENSE		\$0	\$0	\$58,200	\$35,698	\$56,200	
NUISANCE ABATEMENT		\$0	\$0	\$10,000	\$14,723	\$10,000	
OFFICE & MISC. EXPENSES		\$129,684	\$134,181	\$122,420	\$117,406	\$96,920	
PD EXPLORER EXPENSES		\$4,351	\$4,351	\$0	\$0	\$0	
PRINTING & PUBLICATIONS		\$0	\$0	\$8,500	\$6,152	\$8,500	
PROFESSIONAL SERVICES		\$0	\$0	\$25,000	\$18,075	\$30,000	
RADIO MAINT. AND EQUIP.		\$28,160	\$10,013	\$15,000	\$17,225	\$15,000	
SAFETY AND RIOT EQUIP.		\$19,147	\$21,333	\$0	(\$2,051)	\$0	
STATE FORF EXPENSE		\$204,879	\$45,466	\$0	\$0	\$0	
STATE FORF EXPENSE 15%		\$73,000	\$58,792	\$0	\$0	\$0	
UNIFORMS	\$126,664	\$121,922	\$108,241	\$110,747	\$101,556		



III. DEPARTMENT GOALS/OBJECTIVES, OUTCOMES, ACTION STEPS, AND KPI

GOALS/OBJECTIVES	OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
A. Complete Range and Enhance Training	New firearms training facility	1. Complete and expedite construction on the firearms training facility	- 100% Completion of firearms training facility by end of FY 2010
B. Maintain state accreditation	Promotes quality community relations, pursuit of agency excellence and reduces liability and risk exposure.	1. Manage accreditation process with 100% compliance every year end. 2. Increase staff awareness of policies and train accordingly.	-100% Compliance on an annual basis (end of period March 31). -Receive full reaccreditation in 2011 - Incorporate accreditation training (policy review) on a monthly basis.
C. Finalize AVL Installation	Provides a higher level of accountability and increases officer safety	1. Continue with the AVL installation	- 100% completion of installation by FY 2010
D. Initiate Alarm Outsourcing	Reduce budget expenses with personnel assigned to alarm billing	1. Bid for a qualified organization to provide outsourcing 2. Assign current staff to other roles within the Records Unit	- 100% completion of transfer of services by FY 2010



GOALS/OBJECTIVES	OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
E. Implement Automated Asset Management System	Increase asset control/inventory control on Department equipment.	1. Activate barcoding system. 2. Inventory and audit all items when implementing the new barcodes on all predetermined equipment based on original asset cost	- 100% up and running system by FY 2010



IV. MARKETING PLAN

Objective and Strategy

The Davie Police Department's marketing strategy includes a continued partnership with the Davie community through attending home owner association, business association, chamber of commerce meetings, and participating in local events. Another area the Police Department utilizes for marketing is the Department's website which will soon feature a collaborative project with Nova Southeastern University. This project is a promotional video designed to illustrate the professional services the Police Department has to offer. This video will also be used at recruitment fairs.

Also available on the website now is an online reporting feature which is a marketing strategy most local agencies have yet to try. The community has responded positively with this new feature as it offers convenience for them. An individual who has computer/internet access can log-on to the Davie Police Department website and report a crime (specific categories only) and receive an email confirmation that the report was confirmed and a case number is provided. This service has increased Road Patrol's efficiency as it enables officers to handle higher priority calls for service.

Another large part of the Department is the community oriented policing philosophy. This is a great marketing strategy as it allows the Police Department the ability to reach out to the community and work together on collaborative problem solving methodologies. Some of the resources used for this strategy are the Citizen Police Academy, the Police and Fire Expo, and the website. The Police Department also has assigned staff to the Community Oriented Policing (COP) Unit, which work in local neighborhoods gathering information from business owners and residents that are pertinent to investigations and proactive police work. Another vital part of the COP Unit is the officers assigned to Broward College and Nova Southeastern University. These officers help to deter crime on campus and can be proactive through building relationships with the school and the Police Department.



Goal	Strategic Outcomes	Action Steps	KPI
Expand usage of Firearms Range	Educate outside agencies about the opportunity for their agency to utilize Davie PD's Firearms Range	<ol style="list-style-type: none"> 1. Issue Press Release to all media outlets indicating the completion of the Firearms/Training Facility 2. Conduct a "grand opening" of the Firearms Facility to the public. 3. Announce the renting of the Facility at local law enforcement meetings (i.e. Police Chiefs, Backgrounds Association, etc.) 	# of inquiries of outside agencies requesting use of the Firearms Range
Develop recognition of Re-accreditation	Educate the public of the fact that Davie Police Department is an accredited agency	<ol style="list-style-type: none"> 1. Develop language to disseminate information 2. Post information to Town's website and PD's website. 	<ol style="list-style-type: none"> 1. Issue at least 2 news releases relative to the Department's re-accreditation. 2. # of hits on website 3. Issue at least 2 notices via Nixle



Niche

The Davie Police Department provides the Davie community safety and protection by enforcing laws, investigating criminal activities and enhancing the safety of the environment through various law enforcement services such as juvenile diversionary programs, partnerships with the senior community and community oriented policing strategies.

Audience/Channels

The Police Department has both an internal and external audience. Our internal audience consists of Town Council, Town Departments, Town employees, and Police employees while our main external audience is residents, and businesses of the Town of Davie.

In order to be successful in getting information to our audience the Police Department must take advantage of many different channels of communication, some of which are listed and described below.

Internet:

Continue to take advantage of the internet which provides the Davie Police Department with many tools that can be used for communication and training as well as efficient and cost effective processes.

Nixle:

The Davie Police Department has been utilizing Nixle for communication to the public (a subscribed service) and has proven to be an effective tool. Nixle allows for imperative information such as missing persons alerts, hurricane warnings and other critical information to be disseminated to the public via text message, email or recorded phone message.

Email:

Continue to use email as a method of disseminating information.

Telestaff:

Telestaff is an internal resource that is used for staffing needs of the Police Department. Telestaff allows the Department to contact members via telephone with a recorded message. This system is useful for communication as it allows members to be notified in critical response incidents.



Press Releases:

To deliver information to the community for immediate disbursement the Police Department utilizes Press Releases which are distributed to all subscribed new media outlets as well as posting the Release on the Police Department's website. This tool has proven to be an effective channel of communication to the community.

PowerDMS:

The Police Department uses an electronic database management system called PowerDMS to communicate informational bulletins (BOLOs, officer safety alerts), policies and procedures, training bulletins, and other vital information to Department personnel.

Department's Message

The Davie Police Department's message is to develop and administer programs and services that assist in the good and welfare of the community. This is accomplished from a team of dedicated professionals with a diverse set of skill sets to provide law enforcement services in an efficient and professional manner.

The Police Department has on staff a public information officer who disseminates Department-related media and information to the public.

The department uses the following products to convey its messages

- Printed Materials
 - Victim's Services
 - Police Department's Annual Report
 - Davie Update
 - Alarm Registration Brochure
- www.daviepolice.com (Department website)
- Community Meetings
- Homeowner Association Meetings
- Police and Fire Expo (annual event)



Table 1: Competitive Analysis

Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer
Law Enforcement Services		Professional Services/State Accredited	Plantation Police Department	Broward Sheriff's Office	1
Community Service Programs	Provide the Davie community a variety of services to protect and educate the public on safety in their homes and businesses	Excellent reputation with local businesses	Plantation Police Department	Broward Sheriff's Office	2
Service	Provide the Davie community safety and protection	Well trained staff; technology advancements to allow for more efficiency in responding to calls for service	Plantation Police Department	Broward Sheriff's Office	1
Reliability	Response to calls for service expeditiously	New technology that enables emergency responders to receive data on the incoming calls	Plantation Police Department	Broward Sheriff's Office	1
Stability	Maintain continual 24/7 law enforcement services to the community of Davie		Plantation Police Department	Broward Sheriff's Office	1
Expertise	Provide the Davie community with a diverse range of specialized services (e.g. victim advocacy, juvenile diversionary program, traffic unit, special operations unit, campus police, etc.)	Highly trained and a diverse range of specialized units to accommodate a variety of incidents	Plantation Police Department	Broward Sheriff's Office	1
Department Reputation	Professional	Highly trained and professional image	Plantation Police Department	Broward Sheriff's Office	2



Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer
Police Department Facility	The Police Department operates 24/7 out of the Public Safety Complex	Large facility with room for expansion	Plantation Police Department	Broward Sheriff's Office	1
Appearance	Professional staff and highly adaptable to the changing environment	Professional personnel and facility that continually strengthens community relationships	Plantation Police Department	Broward Sheriff's Office	2
Advertising	Utilizes Department website and local community-involved meetings	Provides professional services on-line and attends local community meetings	Plantation Police Department	Broward Sheriff's Office	1
Image	Professional services, State Accredited, quick response times	Providing excellence and professional law enforcement services to residents and businesses	Plantation Police Department	Broward Sheriff's Office	1

Product

The Davie Police Department provides law enforcement services for the Davie community inclusive of residents, businesses and visitors.

Competition

The Davie Police Department has one direct competitor, the Broward Sheriff's Office, which is the county law enforcement agency. Other entities that have some type of direct competition would be surrounding agencies, such as Hollywood Police Department, Plantation Police Department, and Pembroke Pines Police Department.



V. OPERATIONAL PLAN:

The Davie Police Department operates on a 24 hour/7 day a week schedule for emergency response. The Department is organized in three Bureaus, Administration, Investigations and Operations (please refer to the organization charts listed in Management and Organizational Structure). The Administration Bureau is responsible for recruiting, training, community services, communications, records, finance, professional standards, and information systems. This is imperative for the fundamental operation of the Department.

The Operations Bureau is responsible for managing Road Patrol and Code Compliance. This is the largest bureau of the three, as the majority of staff fall under Road Patrol Division. The Road Patrol Division is responsible for responding to calls for services and officers from this Division are often the first responder on critical incidents and other life-threatening calls for service. Road Patrol Officers are scheduled to overlap shift coverage to maintain a proper level of service during peak hours of calls for service. The Code Compliance Division is also part of the Operations Bureau. Code Compliance handles code violations and ensures residents and businesses uphold the standards established by the Town Council and County.

The Investigations Bureau is responsible for managing all investigative services provided by the Department. This Bureau is comprised of two divisions. The Criminal Investigations Division investigates general criminal activities from fraud and burglary to homicide and sex crimes. The Special Investigations Division is responsible for investigating crimes associated with narcotics, money laundering and organized crime. SID personnel are participants in task force operations such as Drug Enforcement Agency (DEA,) South Broward Drug Enforcement Unit (SBDEU) and High Intensity Drug Trafficking Areas (HIDTA).

Production

The following are services offered by the Police Department that enhance the community's safety, awareness and well-being:

Law Enforcement Services: The Davie Police Department operates continuous on a 24 hours a day, 7 days a week. The primary function is to provide efficient and timely response to emergency, as well as non-emergency calls for service.



Investigative Services: The Davie Police Department handles a variety of criminal investigations, such as homicide, sexual assault, robbery, burglary, narcotics investigations, and crime scene processing and crime analysis. Another important role in investigative services is the identifying and tracking sexual predators and sexual offenders. Detectives work in collaboration with other members of the law enforcement community in a combined effort to make our neighborhoods safer, while improving the quality of life for all of our citizens.

Victim Advocacy Services: The Davie Police Department Victim Advocate serves as a voice within the government advocating on behalf of victims obtaining needed services and resources. Services include providing transportation for the victim to and from court proceedings, information regarding victim rights and resources they are entitled to including mental health, financial resources, etc.

Police Off-Duty Details: The Police Department's Off-Duty Details are managed through the Collective Bargaining Agreement. This service is provided to allow residents, visitors and businesses an avenue of hiring officers to provide safety and security at special events. These officers are hired to work on their off-time at a rate established by the Police Union.

Community Education: Through the use of community-involved programs such as SALT/TRIAD, Juvenile Diversionary Programs, Crime Preventions, and various others programs that provide an avenue for the Department to educate the public on safety in their homes and businesses.

Grants Management: The Davie Police Department actively seeks grant funding to maintain and improve service levels to the Davie community. Grant funding enables the Police Department to finance programs and services that benefit the Davie community. Funding from the federal government include victim's mental health services, aggressive driving campaigns, technology improvements to enhance law enforcement abilities, etc.

Emergency Management: The Police Department is in a continuous cycle of planning, organizing, training, equipping, exercising, evaluation and improvement activities to ensure effective coordination and the enhancement of capabilities to prevent, protect against, respond to, recover from, and mitigate against natural disasters, acts of terrorism, and other man-made disasters.



Legal Environment

Florida State Law and Federal Law	Law	Maintain compliance with Florida State Law	Maintaining professionalism, keeping compliance with State and Federal regulations
Florida Dept of Law Enforcement (CJSTC)	Standards	Maintain compliance with FDLE Standards	Compliance with State standards in training and employment.
FOP Contract	Agreement Contract	Collective bargaining agreement between the Town and the Fraternal Order of Police	Maintaining a professional relationship with bargaining members and management
FOPA Contract	Agreement Contract	Collective bargaining agreement between the Town and the Fraternal Order of Police Association	Maintaining a professional relationship with bargaining members and management
Task Force Agreements	Agreements and contract	Multi-agency agreements	Provides the Department additional resources when needed
Commission for Florida Law Enforcement Accreditation	Standards	Mandated standards for compliance	An accreditation program is recognized as a means of maintaining the highest standards of professionalism.
Town Ordinances (Code)		Municipal Ordinances	Provides Town



Personnel

The Davie Police Department is currently at 235 authorized personnel. Of the 235, 167 are sworn members (currently staffed at 163) and the remaining 68 individuals are civilian staff. The Department has 15 civilian volunteers that have added great value to the agency as when budget constricts the agency from hiring and staffing personnel, volunteers help with diversifying the workload. Of the sworn employees, nearly 60% of them have less than five years of service with the agency.

All Police Department personnel are skilled labor. Sworn personnel undergo a six month training prior to be appointed to sworn status. This training is conducted at Broward College's Institute of Public Safety. This program is a sponsorship by means of Agencies "sponsoring" individuals to attend the academy with the return of them being employed as a law enforcement officer once they pass their state board certification test.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the department's core services.

Succession

To ensure continuity of command and make certain that timely leadership is available in situations when the Chief of Police is on an extended leave of absence, is incapacitated, or otherwise unable to act, command authority succession shall automatically succeed in accordance with seniority and rank, beginning with Police Major.

Inventory

The Davie Police Department is in the process of implementing an asset management barcoding system which will enhance the efficiency of controlling items issued to personnel. Currently, the Training Unit is responsible for the inventory and audit of firearms and less-lethal equipment. The Quartermaster maintains all other assets of the Department.



VI: APPENDICES

The Davie Police Department's General Orders are available for review upon request