

PROPOSAL FOR SAFE SCHOOL OFFICERS AND LAW ENFORCEMENT SERVICES

INTERLOCAL AGREEMENT BETWEEN
THE SCHOOL BOARD OF BROWARD COUNTY AND
THE SHERIFF OF BROWARD COUNTY



Sheriff Gregory Tony
sheriff.org

TABLE OF CONTENTS

- 1) PROPOSAL - BROWARD SHERIFF'S OFFICE
DEPARTMENT OF SCHOOL SAFETY & SECURITY
- 2) INTERLOCAL AGREEMENT BETWEEN THE SCHOOL
BOARD OF BROWARD COUNTY AND THE SHERIFF OF
BROWARD COUNTY PROVIDING FOR SAFE SCHOOL
OFFICERS AND LAW ENFORCEMENT SERVICES
- 3) SCOPE OF SERVICES SAFE SCHOOL OFFICERS AND
LAW ENFORCEMENT SERVICES



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PROPOSAL BROWARD SHERIFF'S OFFICE DEPARTMENT OF SCHOOL SAFETY & SECURITY



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Proposal
Broward Sheriff's Office Department of School Safety & Security

Background & Purpose of Proposal

On February 14, 2018, fourteen students and three staff members at the Marjory Stoneman Douglas High School in Parkland, Florida were fatally shot and seventeen others were wounded in one of the deadliest school massacres in the United States' history. The report prepared by the Marjory Stoneman Douglas High School Public Safety Commission determined that it was critical for Broward County to consider all viable mechanisms for protecting our greatest asset – our children.

Accountability starts at the top of every organization, and all leaders have an obligation to ensure not only that the law is followed, but that effective policies and best practices are implemented. Even after the MSDHS shooting and the implementation of new Florida law requiring certain safety measures, there remains non-compliance and a lack of urgency to enact basic safety principles in Florida's K-12 schools. All stakeholders—school districts, law enforcement, mental health providers, city and county governments, funding entities, etc. — should embrace the opportunity to change and make Florida schools the safest in the nation. There must be a sense of urgency—and there is not, across-the-board—in enhancing school safety.¹

The issue of establishing a more effective school safety and security model is not a new one to Broward County. In 2013, shortly after the mass murder at Sandy Hook Elementary School in Newtown, Connecticut, the Broward County League of Cities released a report and made recommendations, finding that "[t]he full-time SRO program countywide is unstable and represents a patchwork of SRO coverage."² The report further found that the "... type of SRO model most desirable for the long-term safety and security of children, families and neighborhoods is one that begins in kindergarten and proceeds seamlessly through high school graduation, with full-time certified law enforcement officers in every traditional public school."³ The Broward County League of Cities released a follow-up report on this same issue in 2018, identifying a need for additional funding for school security services and noting that "... the current organizational structure of the Broward District Schools Police does not presently have the supervisory staff or structure to support a School Police."⁴

On February 1, 2019, Sheriff Gregory Tony and staff met with BCPS Superintendent Robert Runcie and BCPS staff and offered to assist with developing a school safety and

¹ Marjorie Stoneman Douglas High School Public Safety Commission, Initial Report Submitted to the Governor, Speaker of the House of Representatives and Senate President, January 2, 2019, page 1.

² Broward County League of Cities, Joint School Resource Officer Taskforce Report & Recommendations, January 20, 2013, page 4.

³ *Id.* at page 3.

⁴ Broward County League of Cities, School and Community Public Safety Task Force, June 4, 2018, page 36.

security model for Broward County. It was agreed that the establishment of a comprehensive Department of School Safety & Security, operated under interlocal agreement between BCPS and BSO, was an option that both parties wished to explore further.

On February 13, 2018, members of the BSO Department of School Safety & Security exploratory committee met with Mr. Jeffrey Moquin, BCPS Chief of Staff, Mr. Brian Katz, BCPS Chief of Safety, Security and Emergency Preparedness, and Chief Craig Kowalski, BCPS Special Investigations Unit, to preliminarily discuss a scope of service for this project. It was determined that should BSO and BCPS enter into an inter-local agreement for this endeavor, BSO would provide comprehensive full-service police and safety and security services to BCPS.

This document serves as a proposal for the purpose of initiating further discussion and negotiation with the SBBC for full-service comprehensive school safety and security across the entire Broward County Public School system.

Overview of the Broward Sheriff's Office

The Broward County Sheriff's Office, the chief law enforcement agency in Broward County, is one of the largest, most progressive, professional and respected organizations in the State of Florida. With approximately 5,400 employees, including more than 2,800 certified deputies and more than 600 fire rescue professionals, BSO is a full-service, nationally accredited public safety agency.

The BSO Department of Law Enforcement provides full-time law enforcement services in 16 Broward cities and towns and in all of Broward's unincorporated areas, as well as the Broward County Courthouse, the Fort Lauderdale-Hollywood International Airport, areas of the Everglades, and the county's waterways, including Port Everglades. In addition to road patrol and other customary operations, the BSO Department of Law Enforcement administers specialty units including the Bomb Squad, the K-9 (canine) Unit, School Resource Deputy Unit and the Child Protective Investigations Section (CPIS), which investigates allegations of abuse and neglect against Broward County's children.

BSO's Department of Detention and Community Programs administers the county's five jails and its offender programs, including Drug Court and County Probation.

BSO has been administering the county's fire rescue operations since this function was transferred to BSO in October 2003. The Department of Fire Rescue provides fire suppression, fire protection, emergency medical services and educational programs for most unincorporated areas of Broward County and to several contracted municipalities in Broward County.

BSO also manages 9-1-1 intake for the county and dispatch services for BSO and several local law enforcement agencies.

Overview of the Broward County Public School System

Broward County Public Schools is the sixth largest school district in the nation and the second largest in the state of Florida. BCPS is Florida's first fully accredited school system since 1962, and has more than 271,500 students enrolled. BCPS serves a diverse student population, representing 204 different countries and 191 different languages, which creates additional challenges to establishing an effective school security model. There are approximately 2,381 buildings spread out across 234 school campuses, along with an additional 1,208 portable classrooms.⁵

BCPS's annual operating budget is approximately \$4 billion. The SBBC is an independent taxing authority; that is, it sets its own millage rate and has the authority to collect taxes directly.

The BCPS operates a total of 234 separate schools, broken down as follows:⁶

- High Schools – 33
- Middle Schools – 37
- Elementary Schools – 136
- Combination – 8
- Centers – 17
- Technical Colleges – 3

The BCPS has 93 charter schools with approximately 46,000 students.⁷ Charter schools within Broward County are considered "public schools" under state statute, but are not operated by BCPS. However, in light of the recent ruling in *Renaissance Charter School, Inc. v. The School Board of Palm Beach County*, the charter schools have been factored into the staffing numbers for this initiative.⁸

BCPS Current Framework for Providing Police Services

The current school safety and security model in Broward County involves multiple agreements between the School Board of Broward County (SBBC) and thirteen (13) municipal police departments, as well as the Broward Sheriff's Office.

It is apparent to most law enforcement managers in Broward County that this patchwork of agreements is critically lacking in several important areas. Concerns raised include lack of funding to offset the true cost of providing police services to BCPS, lack of unified supervision for the assigned SRO's, lack of coordination and differences in tactics, varying training and procedures amongst all participating law enforcement agencies, and a lack of a comprehensive radio communications plan.

⁵ Broward County League of Cities, School and Community Public Safety Task Force, June 4, 2018, page 7.

⁶ *Id.*

⁷ *Id.*

⁸ *Renaissance Charter School, Inc. v. The School Board of Palm Beach County*, Case No. 18-6195RU, FL D.O.A.H., March 12, 2019.

The current contractual arrangement utilized by the BCPS to provide police services to public schools relies exclusively on School Resource Officer services; it does not encompass all factors necessary for a full-service unified school police department – the most effective method of providing safety and security for students and staff.

Unified School Police Department

Several viable models exist for providing comprehensive school security services. In many cases, significant hurdles and obstacles must be overcome in order to fully implement a truly efficient model.

Several large school districts across the state and nation have implemented a full-time full service unified school police department, including Miami-Dade County Public Schools, the School District of Palm Beach County and the Los Angeles Unified School District.

The Broward Sheriff's Office is proposing the creation of a Department of School Safety & Security (hereinafter "Department"). The Department will provide comprehensive, unified, and full-service policing, safety and security services to BCPS. Staff assigned to the Department will consist of sworn law enforcement officers and non-sworn support and administrative staff. The Department will work closely with BCPS to ensure the safety and security of all students, staff and facilities.

The most significant advantage to implementing a full-service unified school police department model, under contract with the Broward Sheriff's Office, is the integration of all facets related to providing effective and efficient police, school safety and security services throughout the school district. This model also creates an economy of scale, which further maximizes the efficiency of the process, and should lead to an overall cost savings.

It is envisioned that the Department would be divided into three operational service regions; North Region, Central Region and South Region. These three regions would be supported by detectives that will provide investigative and threat management services, along with various administrative and other support functions described in this proposal.

Core Competencies of the Broward Sheriff's Office

The Broward Sheriff's Office (BSO) is authorized under state law to contract with other governmental bodies through interlocal agreements, and is party to many interlocal agreements for law enforcement services with Broward County and various municipalities. BSO has significant experience in providing law enforcement services under contractual agreement, including for security services in public schools.

BSO's skill, experience and capability in providing comprehensive school safety and security services makes it the singular choice to provide a full-time full-service unified school police department to BCPS.

The Broward Sheriff's Office was the first law enforcement agency to provide SRO's in Broward County. The BSO School Resource Officer program was first implemented in 1985, and consisted of six (6) deputy sheriffs assigned to designated middle schools on a permanent basis, and who received specialized training on policing in a school environment. The pilot program was coordinated by Carole L. Andrews, an employee of the Broward Sheriff's Office and Broward County School Board member.

Currently, the Broward Sheriff's Office provides the county with sixty-four (64) SRO's assigned to BCPS covering fifty-five (55) different schools within ten (10) patrol districts. This is the largest contingent of SRO's in Broward County. BSO has the knowledge and capability to provide a full-time full-service unified school police department to BCPS.

Additional services provided by BSO include follow-up investigations by qualified personnel to investigate crimes and security breaches such as burglary, auto theft, homicide, drug offenses, assaults, fraud, and missing persons, as well as support services such as polygraph and evidence control. Services also include specialized law enforcement response services, including K-9 patrol, emergency response team, bomb disposal, intelligence functions, technical support, street crimes enforcement, regional narcotics investigations, multi-agency gang task force operations, victim services, case filing, DUI enforcement, marine/dive team, canine deployment, SWAT team response, crime scene technicians, and public education programs.

Mission & Objectives of the BSO Department of School Safety & Security

The mission of the Broward Sheriff's Office Department of School Safety & Security will be to provide a full-service comprehensive unified school safety, security and law enforcement solution for BCPS. The Department will be primarily tasked with safeguarding our students and schools. BSO will operate under a contractual interlocal agreement with the School Board of Broward County.

The stated objectives of an agreement between BSO and the SBBC will include:

- The prevention, detection, rapid response, investigation and resolution of all school safety or security threats occurring in BCPS, to include the utilization of the latest technology available to law enforcement.
- Compliance with all requirements of the Marjory Stoneman Douglas High School Public Safety Act, including the assignment of at least one School Safety Officer or School Resource Officer to all school campuses during regular school hours.
- Comprehensive integration of all BCPS policies, programs and protocols having a school safety, public safety or law enforcement nexus. The Broward Sheriff's Office

Department of School Safety & Security will coordinate input on policy and program development with partner municipal law enforcement agencies as applicable.

- Delivery of national benchmark training for all personnel, sworn and non-sworn, assigned to the Department, with a specific focus on school-related threat management and mitigation tactics.
- Training on threat mitigation and response to all BCPS staff.

Functions performed by the Department of School Safety & Security

A diverse range of duties will be incorporated into the Department's role in providing school safety and security for BCPS. Functions of the Department staff serving BCPS will include:

- **Law Enforcement** – Sworn deputy sheriffs assigned to the Department are primarily law enforcement officers with the authority and duty to ensure the safety of the school community they protect, respond to crimes and make arrests when necessary. It is important to differentiate between school code of conduct violations and criminal acts. Deputy Sheriffs assigned to school campuses will not be involved in code of conduct violations, but will take the lead on criminal law violations.
- **Public Safety Specialists** – All Department staff will be trained on effective strategies for increasing school safety, and will assist the school principals in implementing research-based strategies. Department staff will be involved with diversion policies, school safety and security assessments, physical safety of the school, emergency management planning, crime prevention or intervention, and other safe school planning processes.
- **Community Liaison** - It is vitally important for law enforcement to actively engage with the community they serve. Department staff will be educated on community resources and contacts that are available to assist in solving problems that may arise. Some community resources of which Department staff will be educated on include: mental health services, substance abuse assessment and treatment providers, child protective services, runaway shelters, domestic violence services, and family counseling agencies.
- **Criminal Justice Education** – Criminal Justice education is designed to teach students the fundamentals and skills needed to become responsible citizens in a democracy. Criminal Justice education teaches social competence, problem-solving skills, a sense of autonomy, and reinforces high expectations for youth and positive peer norms. This class is designed to be fun and interesting with field trips, community service projects, visits from juvenile justice representatives, classroom participation, and mock trials or public performances.

- **Positive Role Model** - One of the most important responsibilities of a Deputy Sheriff assigned to the Department is to be a positive role model to students. Students often seek approval, direction and guidance in informal interactions with a law enforcement officer that they trust. Some ways for deputies to be a positive role model include: setting limits by being clear about what is acceptable and unacceptable; setting an example; being honest; being consistent with students, staff and parents; encouraging responsibility; and showing respect for students. Deputy Sheriffs assigned to the Department will maintain a professional appearance and composure; be visible and accessible; take concerns seriously and follow through with commitments to take action; participate in and support school functions; maintain a relationship with students' parents; and maintain a relationship with faculty and the school administration.
- **Planning Teams** - Sworn staff will attend planning meetings to discuss school safety and security issues and contribute to decisions about school safety and security.
- **Safety Assessments** - School safety assessments will be performed in the school. Deputies may assist or direct the process since he/she will have relationships with students and the community that will add credibility to the efforts.
- **Prevention Programming** - Department staff will be aware of the importance of research-based programs. With the results from the assessments, assigned Deputy Sheriffs and the BCPS staff can choose programs which are appropriate to the needs of the school and community.
- **Social Support** - Deputy Sheriffs assigned to the Department are critical members of the school's social support network. This network should include school administrators, local law enforcement, community-based mental health professionals, school counselor/psychologist.
- **Emergency Management Planning** - Departmental staff will be key players in the development of the school emergency response plans. Departmental staff will help facilitate communications between the school and law enforcement, and will help ensure that all plans are practiced on a regular basis.

Staffing for the Department of School Safety and Security

Full-service school safety and security will include:

- **Safe School Officer (SSO)** - Deputy Sheriffs assigned to the primary purpose of providing school safety and security will be designated as Safe School Officers, in accordance with FS 1006.12. These sworn, certified law enforcement officers are tasked with performing law enforcement functions within school settings. SSO's are part of the multi-tiered school security strategy, quickly responding to and

confronting any threats to the school or students. One or more SSO's will be assigned to each school campus. SSO's receive training in Active Shooter, Crisis Intervention, Rifle Qualification, and Tactical Response. Dedicated SSO's are separate from the traditional SRO function, which allows the SSO's to focus on their primary mission - the force protection and security of the school campus, students and staff. At least one SSO would be assigned to each school. Certain schools may require the assignment of a second or third SSO. Additional SSO's will be assigned to a relief squad in order to provide relief staffing during absences, either planned or unplanned, of the SSO assigned to a specific school.

- **School Resource Officer (SRO)** – Deputy Sheriffs assigned to the primary purpose of providing students and parents with information about safety and crime prevention, acting as mentors for students, and promoting a positive relationship between students and law enforcement shall be designated as School Resource Officers, in accordance with FS 1006.12. SRO's also address truancy reduction and present various programs in classroom settings. In addition to receiving the same training provided to SSO's, SRO's will receive additional training, including the State of Florida 40-hour School Resource Officer course. A cadre of specially trained, dedicated School Resource Officers will be assigned on a regional basis to continue the educational component of BSO's mission, especially in middle schools. These deputies will deliver ongoing Gang Resistance Education and Awareness Training (GREAT) and Students Taking Action and Responsibility (STAR) curriculums. SRO's will also coordinate general crime awareness and safety education programs, such as driving under the influence and bullying awareness, to the high schools. To address potential concerns from municipalities about exclusion from instructing and guiding children within their local schools, an interlocal agreement should also consider participation of SRO's from the municipalities as well.
- **Support/Transport Unit** –Because SSO's cannot leave a school campus unattended, specific sworn deputy sheriffs will be assigned to operate transport vehicles in order to quickly transport and process any students arrested for criminal acts. Transport unit deputies will also secure and process any evidence or contraband recovered by an SSO or SRO. These deputies will provide general support to deputies assigned to a campus.
- **General Patrol/After Hours Unit** – Sworn deputy sheriffs will be assigned to patrol school campuses after regular school hours. This unit will be tasked with responding to and investigating any alarms activated during hours when school is not in session.
- **Canine Unit** – These specially trained deputy sheriffs will work with their canine partners to support the General Patrol/After Hours Unit. Canine Unit deputies are primarily tasked with responding to alarms activated during hours when school is not in session.

- **Criminal Investigations Detectives/Analysts** – Investigators specially trained in juvenile justice issues will be assigned to conduct follow-up investigations for crimes reported on campus. Additionally, these detectives will oversee crime analysts assigned to detect any emerging criminal activity trends, and disseminate any intelligence related to school-based crimes, such as emerging trends involving illicit drug use at schools.
- **Threat Management Detectives/Analysts** – Investigators specially trained in threat management and mitigation tactics will be assigned to interface directly with BSO's Threat Management Unit (TMU) and Real Time Crime Center (RTCC). The mission of the TMU is to deter, detect, and rigorously investigate threats made against Broward County residents by persons and/or groups who desire to cause death or serious bodily harm to schools, places of business, religious institutions, or places where a large number of people gather. The RTCC is a cutting-edge system of video monitoring and analysis that allows us to link real-time with more than 10,000 security cameras in all 260 Broward County Schools. These detectives will use computer algorithms, such as facial recognition, to assess threats and suspicious activity and will take the lead on investigating students suspected of potentially violent behavior. Additionally, these detectives will oversee threat management analysts who monitor school-based threat detection cameras and assist with developing information and intelligence regarding any emerging threats.
- **Training Unit** – Deputies with advanced instructor certifications will deliver training to deputy sheriffs assigned to the Department. This training will be specific to their assignment to a school-based environment. This training will include the basic School Resource Officer training course, as well as Active Killer and other tactical and firearms-related training. Additionally, these instructors will also provide training to BCPS employees in areas related to school safety and security, including active killer incident response.
- **Emergency Management** – Specially trained detectives will be assigned to interface directly with BSO's Office of Emergency Management and BCPS Risk Management's emergency management section. These detectives will be responsible for completing assessments of the security of the school's physical plant, participation with the Florida Safe School Assessment Tool, participation in the BCPS SAFE Teams, and participation on threat assessment teams.
- **Security Assessment/Crime Prevention Through Environmental Design (CPTED) Unit** – BSO will assign staff to assist the SBBC with designing or re-designing the school's physical plant and landscaping in a manner that is conducive to school safety and security. This includes designation of "hard corners" and safer areas, as applicable to each classroom.

Staffing Summary

Projected staffing figures for a BSO Department of School Safety & Security, depicted below, are based on a preliminary meeting with BCPS staff, in which a proposed scope of service was discussed:

Job Classification	Projected Number
Colonel / Executive Director	1
Lieutenant Colonel / Director	1
Major	2
Captain	5
Lieutenant	14
Sergeant	67
Deputy Sheriff – SSO ⁹	372
Deputy Sheriff – SRO	60
Deputy Sheriff – Support/Transport	8
Deputy Sheriff – General Patrol/After Hours	24
Deputy Sheriff – Canine	4
Deputy Sheriff – SSO Relief ¹⁰	93
Deputy Sheriff – Trainer	12
Deputy Sheriff – CPTED/Security Assessor	6
Detective – Criminal Investigation	27
Detective – Threat Management	12
Administrative Specialist I	4
Administrative Specialist II	5
Administrative Assistant	4
Administrative Support Specialist	7
Training Specialist II	4
Case Filing Specialist	3
Community Service Aide	6
Records Specialist	6
Investigative Aide I	4
Investigative Aide II	1
Strategic Intelligence Analyst	6
Crime Analyst	3
Juvenile Services Program Manager	1
Research Specialist	3
Special Projects Coordinator	2
Special Details Coordinator	2
Budget Operations Liaison	1
Communications Operator III	8
Information Technology Engineer	2

⁹ Based on actual schools/posts requiring physical coverage, plus estimated enhanced staffing to achieve a 1:1000 SSO to student ratio.

¹⁰ Based on a FTE relief factor of 1.25

Digital Evidence Technician	2
Community Affairs Specialist	3
Public Record Technician	2
Youth Services Supervisor	1
Youth Services Counselor	4
Emergency Management Coordinator	2

Staffing Descriptions and Allocation Levels for the Department of School Safety and Security

Colonel – Under direction of the Sheriff, this position provides overall direction and management for all aspects of the Department of School Safety & Security. The Colonel functions as an Executive Director, and administers department operations through subordinate management and supervisory personnel. (1 Total)

Lieutenant Colonel – Under direction of the Executive Director, the purpose of this position is to provide overall administrative and managerial direction for the Department of School Safety & Security. The Lieutenant Colonel provides vision, leadership, and direction through establishment of policies consistent with state-of-the-art school safety & security management. The Lieutenant Colonel exercises independent judgment and initiative in directing development, implementation, and regulatory accountability for the Department. This position acts as "second-in-command" to the Executive Director. (1 Total)

Major – Under direction of the Executive Director, majors oversee all aspects of the Department of School Safety & Security. Majors provide administration and overall management to personnel of the assigned area of responsibility. One major would oversee all departmental Operational matters, and one major would oversee all departmental Administrative & Support matters. (2 Total)

Captain – Captains directly administer and manage various functions for the Department of School Safety & Security. Captains perform duties in a manner to maximize departmental resources and further the missions of the Department. One captain would be assigned to each of the three geographic regions established under this initiative, one captain would be assigned to direct the investigative and security function and one captain would be assigned to direct the administrative, support and training functions. Captains are tasked with representing the Department at local public and professional meetings and conferences. (5 Total)

Lieutenant – Lieutenants provide direct management and supervision over the workgroups to which they are assigned. Work involves supervising deputies and sergeants and other subordinate personnel involved in a variety of school safety and security assignments. Lieutenants would be assigned to platoons. (8-SSO Platoons; 2-SRO Platoons; 2-Detective Platoons; 1-Administrative; 1-Support)

Sergeant – Sergeants directly supervise squads of deputies and subordinate personnel involved in assignment of specific roles within the Department. Sergeants also assist in delivering public safety education and community service programs. Sergeants are assigned to squads or units. (46-SSO squads; 6-SRO squads; 2-After Hours squads; 1-Canine squad; 1-Support/Transport squad; 2-Training squad; 1-CPTED/Security Assessment squad; 3-Criminal Investigations squad; 1-Threat Management squad; 2-Professional Standards; 2-Administrative Support)

Deputy Sheriff – Deputy sheriffs are specifically tasked with the preservation of life and property and the overall protection and safety of BCPS facilities and students, staff and parents. Deputies are assigned to varied functions within the Department. Work involves an element of personal danger and deputy sheriffs must be able to act without direct supervision and to exercise independent discretion in addressing emergency situations. Deputy Sheriffs may also be assigned to investigative roles, holding the title of Detective. Functions to which deputies may be assigned include School Safety Officer, School Resource Officer, Support/Transport, General/After-Hours Patrol, Canine, Training, CPTED/Security Assessment, Criminal Investigations, Threat Management and Administrative Support. (600 Total)

Administrative Assistant – Under administrative direction, this position provides highly skilled administrative support to an executive level command staff. Employees in this classification perform complex and advanced administrative support work requiring considerable discretion due to the sensitive and confidential nature of work processed. Position is responsible for the professional representation of the assigned executive official to all units, division, departments, and external entities and agencies. Administrative Assistants provide direct administrative support to assigned majors and colonels. (4 Total - 1 for each Colonel, Lieutenant Colonel, and Major)

Administrative Specialist I – This position performs entry level administrative duties for the assigned work unit. Work may include data entry, filing and processing of forms and other paperwork, preparing payroll, and general clerical or administrative duties. (4 Total – assigned to Criminal Investigations and Training Unit)

Administrative Specialist II – This position performs moderately complex administrative or clerical duties for the assigned work unit. Work may include data entry, filing and processing of forms and other paperwork, preparing payroll, and entering procurement requisitions. Administrative Specialists II provide direct administrative support to assigned captains. (5 Total – 1 for each captain)

Administrative Support Specialist – This position provides administrative support to an assigned work unit within the Department. Administrative Support Specialists perform routine and non-routine administrative support duties as dictated by the nature of the work unit, and with a level of accountability commensurate with that of a Sergeant or civilian equivalent. Position may be assigned to a large operating unit and perform a broad array of generalized administrative support functions, or assignment may be to a smaller

specialized unit wherein incumbents receive initial instruction in unit functions. (7 Total – Assigned to supervise various administrative personnel)

Training Specialist II – This position arranges for courses, coordinates instructional and education materials, and maintains training records for all staff assigned to the Department, as well as the training delivered to BCPS staff. Position also compiles, prepares, and distributes daily/weekly/monthly/annual statistics on Departmental training activities, and maintains the Departmental training library. (4-assigned to Training Squad)

Case Filing Specialist – This position performs specialized administrative support work in the compiling and preparation of assigned cases for judicial and/or investigative process. Employees in this classification perform routine to moderately complex administrative support work requiring adherence to prescribed standards, policies, procedures, and regulations concerning case investigation and preparation. Position is responsible for transcribing, typing and data input of files, audio tapes, reports, minutes, correspondence, and related documents within critically established time frames for prosecution and/or investigation purposes. (3-Assigned to Criminal Investigations).

Community Service Aide (CSA) – Community Service Aides are responsible for general public safety work within the Department. An employee in this classification performs a variety of duties in support of sworn law enforcement personnel including preliminary non-violent incident reporting, minor crime scene processing of crimes against property and other routine non-emergency law enforcement activities. CSA's perform various community service functions in order to allow sworn law enforcement personnel to handle higher priority duties and to provide a more efficient and effective response to criminal activity and critical incidents. (6 – Assigned to geographic regions)

Records Specialist – This position performs a variety of administrative activities to support law enforcement personnel and the public regarding the receipt, classification and entry of reports in compliance with Florida Department of Law Enforcement (FDLE) and Uniform Crime Reporting (UCR) with the Records Division of the Broward Sheriff's Office. Duties include entering, querying, retrieving, validating and/or processing data in various database systems. (6 Total)

Investigative Aide I – This position is responsible for researching, investigating, documenting, and classifying witnesses, suspects and victims, and their activities related to criminal investigations. Investigative Aides assist detectives in the investigation of criminal incidents and threat management. (2 – Threat Management; 2 – Criminal Investigations)

Investigative Aide II – This position performs complex investigative work in identifying, locating and profiling of suspects or witnesses associated with criminal or other assigned investigations through the use of state-of-the-art principles, technologies and investigative techniques. Employees in this classification perform specialized technical and administrative work. Investigative Aides II are certified as NCIC/FCIC Limited Terminal Access Operators.

Strategic Intelligence Analyst – This position participates in the process of gathering, analyzing, and disseminating highly sensitive specialized intelligence. Employees in this classification perform analytical and strategic intelligence work, including monitoring of social media to detect school-related threats. Position produces tactical and strategic intelligence products required to support the Department of School Safety & Security's Threat Management Unit. Strategic Intelligence Analysts are certified as NCIC/FCIC Full Terminal Access Operators. They are also required to complete the Advanced Intelligence Analyst Course and the Criminal Intelligence Analyst Course. (6 – Assigned to Threat Management Unit)

Crime Analyst – This position performs crime and intelligence analysis. Employees in this classification request and receive raw data in various forms and formats, and perform subsequent analysis and conduct additional research to detect patterns and trends. Work product is in the form of summaries, charts, graphs and related presentation materials for tactical and strategic planning initiatives. (1 – Threat Management Unit; 2 – Criminal Investigations)

Juvenile Services Program Manager – This position manages the collaboration, development and implementation of projects and programs for the Department. Work is directed toward juvenile justice related issues, such as reducing and deterring youth crime. The Juvenile Services Program Manager also identifies potential funding sources, makes grant applications, and manages multiple grants and/or contracts on behalf of the Department. This position will work closely with BCPS counterparts to ensure that all pertinent grant funding opportunities are explored. This position also represents the Department on community boards, workgroups, task forces, and other groups related to school safety and security and serves as liaison and point of contact with other youth and social service agencies in the community. (1 Total)

Research Specialist – This position conducts professional research in the study, evaluation, and analysis of one or more areas relating to school safety and security, in order to ensure that the Department follows best and current practices. Position is also responsible for presenting and/or incorporating findings into various print media, such as brochures, manuals, handbooks, graphics, charts, and statistical reports. (3 Total)

Special Projects Coordinator – The purpose of this position is to provide administrative and managerial support for assigned programs or projects within the Department. Work involves coordinating all activities of the assigned program or project, to include the operational and budgetary components of such. Areas of work include research, grant programs, contracts, and security inspections. This position would coordinate all law enforcement accreditation and grants management matters for the Department. (1 Total)

Special Details Coordinator – This position coordinates Special Details, which involve the assignment of deputy sheriffs or municipal police officers to school related events during non-school hours. Examples include sporting events and PTA meetings. Position

is responsible for the assignment, scheduling and invoicing of these assignments. (2 Total)

Budget Operations Liaison – This position is responsible for providing administrative coordination of budgetary, operational and financial related activities for the Department. The position acts as liaison with the BSO Office of Management and Budget and Human Resources. Position compiles statistical and financial data in order to examine budgets and to justify funds requested. This position serves as the primary point of contact for the fiscal administration of the proposed contract for law enforcement services between the BSO and BCPS. (1 Total)

Communications Operator III – Employees in this classification receive, triage, and process information coming into a Public Safety Answering Point (PSAP). Employees also use Computer Aided Dispatch (CAD) software and Centracom Gold Elite Radio software to master specific dispatching techniques, make vital broadcasts, and route call assignments to the sworn law enforcement and other support personnel via radio communication devices. (8 Total)

Senior Systems Technician – This position provides advanced technical assistance and support for hardware, software and computer systems within the Department. Employees in this classification provide remote and onsite support to Department staff, as well as instruction regarding maintenance and utilization of newly installed software applications in conjunction with equipment. Position also coordinates, configures, and maintains various law enforcement mobile system databases. (2 Total)

Digital Evidence Technician – This position provides technical support for various digital evidence technologies within the Department. Employees in this classification configure and support agency level access and permissions through the management of user accounts, user groups, and user rights. Work involves performing system maintenance, conducting case filing research, problem troubleshooting, and resolution / restoration of service. Digital evidence Technicians are primarily responsible for video/audio, evidence and information collected from the use of Body Worn Cameras (BWC), as well as maintenance of technology connectivity for the Threat Management Unit.

Community Affairs Specialist – This position coordinates tasks related to special events that feature the Department, coordination of all public safety announcements, roll call video messages, and other information disseminated to the school community. This position is primarily responsible for the Department's social media presence. (3 Total)

Public Record Technician – This position processes public records requests submitted to the Department. Position performs a variety of administrative activities in response to public and media inquiries for information. Employees in this classification receive, process, and ensure the availability of records in compliance with the State of Florida Public Records Act. Position utilizes agency software to identify, prioritize, organize, redact and complete records requests. (2 Total)

Youth Services Supervisor – Employees in this classification ensure proper provision of services and case handling in youth services programs. Position reviews and evaluates personnel under charge for quality control/assurance and adherence to and compliance with regulatory standards, guidelines, and procedures governing youth services and related grants and contracts. (1 Total)

Youth Services Counselor – Employees assigned to this position assists in deterring juvenile delinquency and decreasing the frequency of involvement by repeat youthful offenders in the juvenile justice system. Employees strive to increase public awareness of school-based youth programs, support groups, and juvenile delinquency programs. Position provides professional intervention and counseling services to at-risk youth and their families. Position directly participates in development of youth programs, and assigns juveniles to work sites in performing community service hours. (4 Total)

Emergency Management Coordinator – This position provides administrative and managerial support for planning, coordinating, and implementing the Emergency Management function. Employee serves as liaison to the BSO and BCPS Risk Management's emergency management section. This position also serves as the BCPS liaison to the Broward County Office of Emergency Management and Emergency Operations Center.

Staffing Allocation Items of Note

Staffing projections for SSO's do not necessarily reflect all factors described in Chapter 4 of the MSDHS Public Safety Committee report. At the commencement of formal negotiations, further consideration must be given to the staffing ratio model and other staffing considerations described in the MSDHS Public Safety Committee report. Some of these factors include school design and proximity of campus to other schools.

Any agreement between BSO and BCPS must allow for periodic staffing allocation adjustments in order to ensure that the safety and security of students and school staff is maximized.

Relief factor is based on 1.25 full time equivalency positions per post. Since SSO's are not permitted to leave a school campus, and all school campuses must be covered, it is imperative that relief staffing be specifically included into any agreement for school safety and security services. This relief factor will address any relief staffing necessary for absences caused by sick leave, mandatory training or court appearances, and personal leave. Relief factor deputies will be able to handle peripheral responsibilities such as BCPS staff training when not assigned to a post/school.

The proposed staffing for the Department of School Safety & Security provides for full staffing coverage during regular school hours, but does not provide 24/7 coverage. However, there is a contingency included for a General Patrol/After-Hours unit that will be assigned to roving, pro-active patrols of school campuses and intrusion alarm response after-hours. Should staffing be requested for after school activities, such as

after-care or sporting events, revisions to the staffing model and/or utilization of Special Detail staffing will need to be considered.

Ancillary Benefits

The Broward Sheriff's Office Department of School Safety & Security will also provide ancillary benefits by addressing several key concerns expressed by the Broward County Chiefs of Police Association (BCCPA). These concerns relate to both the current agreement between the BCPS and local municipalities for SRO services, as well as other related matters. The noted concerns include the following:

- **Teacher Work Days** – The current agreement for SRO services requires that most municipalities assign their SRO to the schools on teacher work days. The proposed initiative would shift school safety and security staffing responsibilities away from individual municipalities, thus freeing up their officers.
- **Emergency Language** – The current agreement for SRO services states that an SRO cannot leave the school premises for any reason, including police emergencies, and if they do, there will be a pro-rata reduction in the consideration paid under agreement. The proposed initiative would shift school safety and security staffing responsibilities away from individual municipalities, thus freeing up their officers.
- **Increase in Funding** - The current agreement for SRO services provides for \$52,000 in funding per SRO assigned. Under the BSO proposal, all funding matters pertaining to school safety and security staffing would be handled directly between BSO and BCPS.
- **Access to Security Video** – Currently, BSO provides a Real Time Crime Center staffed with personnel assigned to view video feeds from the various BCPS facilities when exigent circumstances exist. This ability to view real-time video will assist with BSO's ability to respond effectively in an emergency. BSO will work with BCPS to further refine this process in order to maximize efficiency.
- **Threat Assessment Teams** – The BCCPA has expressed concerns that local law enforcement's role and responsibilities for the Threat Assessment Teams have not been defined. Under the BSO proposal, deputies and detectives assigned to the BSO Department of School Safety & Security will be the primary representative on any Threat Assessment Team. BSO will consult with partner law enforcement municipalities as applicable, in the same manner as joint inter-agency investigations are currently handled.
- **Safer Space Policy** – The BCCPA has expressed concerns about the SBBC failing to consult local law enforcement when developing and implementing internal policies with a law enforcement nexus. Under the BSO proposal, BSO will take the

lead role in the development of school safety related policies and protocols. BSO will communicate with partner municipal law enforcement agencies, as applicable.

- **Radios for School Guardians/Security Staff** – Currently, school guardians and security staff cannot communicate directly with law enforcement. Under the BSO proposal, BSO deputies assigned to the Department of School Safety & Security will implement a communications system where non-sworn school safety staff will be able to communicate directly with deputy sheriffs on dedicated radio talk zones. The current radio system allows BSO talk zones to be patched with municipal agency talk zones during emergencies and critical incidents.
- **Bi-Directional Amplifier Antennas (BDA)** – Concerns have been expressed about radio reception within school buildings themselves as a result of robust construction. BDAs offer the ideal solution to this problem, albeit at a substantial cost of \$160,000 to \$180,000 per unit. BSO will take the lead in working with Broward County Office of Regional Communications & Technology (ORCAT) and BCPS in identifying radio communications gap coverage areas and sourcing funding for these important pieces of communications equipment.

Consideration

Consideration for the personnel and equipment assigned to the BSO Department of School Safety & Security will be based upon actual cost. The current first-year cost projection amount to \$179,572,365. This represents less than a 5% increase over the SBBC's approximate \$4 billion dollar budget.

Once staffing figures are finalized based on an agreed upon scope of service, final budget proposals will be submitted, broken down into personnel services, operating expenses and capital outlay.

Personnel Services - BSO's Office of Management & Budget calculates all personnel services costs, to include salary and fringe benefits. Certain pay supplements, such as education and training incentives, specialized skills/assignment supplements and other supplements such as uniform allowances for detectives would be included in the proposal. Overtime is a significant factor as well, but since school security assignments are predominately post driven and require absolute coverage, overtime becomes an effective management tool to ensure all posts are properly staffed.

Operating Expenses – Operating expenses are similar to traditional law enforcement service models, such as the service provided to municipalities that chose to contract with BSO for law enforcement services. Operating expenses include a variety of items such as police uniforms and duty gear, office supplies, lease payments, institutional supplies, fuel for patrol vehicles and protective equipment, such as ballistic vests and helmets. Further discussion will be needed to refine the anticipated operating expenses, and capital outlay, as there are a number of unknown factors that could increase or decrease the projections.

Capital Outlay – Capital outlay is generally budgeted on an individual per-item budget. In general, capital outlay items cost over \$1,000 and last longer than one year. Capital outlay would include such items as computers, police radios, and police vehicles.

One significant consideration factor that needs to be clearly defined in any proposed agreement is the location of the physical plant that would house the Department operations. In BSO's other contracts for law enforcement services, the contracting party has agreed to provide a dedicated building to house law enforcement operations. If the BCPS does not have a suitable building to house the school police bureau operation, sufficient funding will need to be built into the budget.

Implementation Strategy

This initiative represents the most ambitious public safety merger in Broward County. Although the merger between Broward County Fire Rescue and the Broward Sheriff's Office may have been larger from a personnel and budget perspective, it is important to note that on that merger, a free standing infrastructure and staffing system was already in place.

In this instance, almost all infrastructure and staffing will have to be built. As such, this initiative will need to be implemented in phases, as described below. The timeline for implementation of these phases will be developed during the negotiations process.

- **Phase I:**

- Assignment of full-time BSO command and direct support staff
- Development of departmental standard operating procedures and lesson plans
- Sourcing of physical facility, in conjunction with BCPS, that will be utilized as departmental base of operations
- Implementation of agreements between BSO and local municipal law enforcement agencies for their continued school safety and security staffing until such time as BSO has sufficient staffing to assign law enforcement deputies to all school campuses.
- Recruitment of qualified candidates, both from within BSO and local municipal law enforcement agencies, as well as the general public, in order to staff the positions required for this initiative
- Procurement of required supplies and equipment.

- **Phase II:**

- Training and assignment of School Safety Officers. This will allow our municipal partners to either retain or re-task their current School Resource Officers. It is understood that some local municipal law enforcement agencies may have a greater need to quickly transfer these responsibilities than others; as such, BSO will work with individual municipalities to establish timetables.

- **Phase III:**

- Full transfer of all school safety and security responsibilities to BSO, including staffing of all schools by BSO personnel. BSO recognizes the huge benefit of the continued direct involvement of local municipalities in school safety. The institutional knowledge, as well as the recognized value of neighborhood information and liaisons, cannot be understated as it impacts schools which are intrinsically part of the local community. Local municipal law enforcement partners may continue to assign School Resource Officers to their local campuses to partner with and assist BSO SRO's in delivering their educational mission, which would achieve the ideal multi-prong approach to providing safe schools and the best environment for our kids to learn and thrive.
- Review and refinement of all staffing allocations. BSO constantly reviews workload assessments and other metrics to ensure adequate staffing is available to provide for the safety and security of BCPS students and staff.

Conclusion & Recommendations

As noted in this proposal, there are significant advantages to implementing a full-service unified school safety and security staffing model. There are very few disadvantages, with the most significant being the cost factor associated with this model.

It is recommended that the School Board of Broward County and the Sheriff of Broward County enter into formal negotiations for the implementation of the BSO Department of School Safety & Security initiative immediately upon SBBC's request to proceed based on this proposal.

Please refer to Attachment 1, the proposed Interlocal Agreement that would establish the framework for negotiations between BSO and the SBBC for a Department of School Safety & Security.

INTERLOCAL AGREEMENT
BETWEEN THE
SCHOOL BOARD OF
BROWARD COUNTY AND THE
SHERIFF OF BROWARD COUNTY
PROVIDING FOR
SAFE SCHOOLS OFFICERS AND
LAW ENFORCEMENT SERVICES



Sheriff Gregory Tony
sheriff.org

INTERLOCAL AGREEMENT
BETWEEN
THE SCHOOL BOARD OF BROWARD COUNTY
AND
SHERIFF OF BROWARD COUNTY
PROVIDING FOR
SAFE SCHOOL OFFICERS AND LAW ENFORCEMENT SERVICES

<u>INDEX</u>		
<u>ARTICLE</u>		<u>PAGE</u>
1	BACKGROUND, PURPOSE AND INTENT	2
2	DEFINITIONS.....	2
3	ROLES AND RESPONSIBILITIES.....	3
4	SCOPE OF SERVICES.....	5
5	FACILITIES AND SECURITY INFRASTRUCTURE.....	5
6	UNIFORMS AND EQUIPMENT	6
7	CONSIDERATION.....	7
8	TERM	8
9	TERMINATION.....	8
10	AUTHORITY.....	9
11	DEFAULT	10
12	INSURANCE	11
13	LIABILITY	11
14	MISCELLANEOUS	12

EXHIBITS

EXHIBIT A – SCOPE OF SERVICES - SAFE SCHOOLS OFFICERS & LAW ENFORCEMENT SERVICES

**INTERLOCAL AGREEMENT
BETWEEN
THE SCHOOL BOARD OF BROWARD COUNTY
AND
THE SHERIFF OF BROWARD COUNTY
PROVIDING FOR
SAFE SCHOOLS OFFICERS AND LAW ENFORCEMENT SERVICES**

This Interlocal Agreement (hereinafter referred to as "Interlocal Agreement"), made and entered into this ____ day of _____, 2019, by and between SCHOOL BOARD OF BROWARD COUNTY, (hereinafter "SBBC") a body corporate political subdivision of the state of Florida, whose principal place of business is 600 Southeast Third Avenue, Fort Lauderdale, FL 33301 and SHERIFF OF BROWARD COUNTY, Florida (hereinafter referred to as "SHERIFF").

WHEREAS, SBBC operates the public schools in Broward County, Florida; and

WHEREAS, SBBC is required to maintain safe school officers at each public school; and

WHEREAS, the SBBC is desirous of providing for daily police services through contractual agreement, and

WHEREAS, BSO has agreed to render to the SBBC a high level of professional police services, and the parties are desirous of contracting for such services upon the terms and conditions hereinafter set forth.

WHEREAS, SHERIFF is authorized by law to exercise its authority throughout Broward County; and

WHEREAS, SBBC and SHERIFF have determined that it is in the best interest of the public and citizens of Broward County to enter into this Interlocal Agreement, whereby SBBC will contract with SHERIFF, a governmental agency, to perform on behalf of SBBC the functions, duties and services provided for herein relating to safe schools officers and law enforcement services; and

NOW THEREFORE, in consideration of the mutual covenants, promises, terms, and conditions set forth herein, SBBC and SHERIFF do hereby agree as follows:

ARTICLE 1
BACKGROUND, PURPOSE, AND INTENT

- 1.1. The above recitals are true and correct and are incorporated herein as set forth in full hereunder.
- 1.2. SHERIFF and SBBC find that providing safe schools officers and law enforcement services as set forth in this Interlocal Agreement is in the best interest of the public and the residents of Broward County.

ARTICLE 2
DEFINITIONS

For the purposes of this Interlocal Agreement, the following terms shall have the respective meanings hereinafter set forth:

- 2.1 **Contract Administrator** shall mean the individual designated by the Superintendent of Schools as the day-to-day point of contact for SBBC on routine matters pertaining to the administration and implementation of this Interlocal Agreement including, but not limited to: monitoring of SHERIFF's performance; working in conjunction with SHERIFF to identify needed changes, and arranging for their implementation in the Interlocal Agreement; assisting with the resolution of disputes; approving and processing payment requests.
- 2.2 **SBBC** shall mean The School Board of Broward County, a political subdivision of the state of Florida.
- 2.3 **Effective Date** shall mean _____.
- 2.04 **Interlocal Agreement** shall mean this Interlocal Agreement between the SBBC and SHERIFF.
- 2.05 **Law Enforcement Services** shall mean comprehensive professional law enforcement services, including all necessary, incidental, and related support services provided pursuant to this Agreement, and shall encompass duties and functions under the jurisdiction of and customarily rendered by SHERIFF under state statutes or as supplemented by this Interlocal Agreement.
- 2.06 **SHERIFF** shall mean the Sheriff of Broward County or the Broward County Sheriff's Office as the context shall require.

ARTICLE 3
ROLES AND RESPONSIBILITIES

- 3.1 In support of SHERIFF providing the services described herein, SBBC's responsibilities shall include, but not be limited to, the following:
- a. SBBC, through the administration of this Interlocal Agreement with SHERIFF and SBBC's obligations as set forth herein, is responsible for compliance with all applicable federal, state, and local laws, rules, regulations, and codes related to school facilities.
 - b. Referring, at its discretion, all relevant security and law enforcement related complaints to the SHERIFF for resolution. SBBC will work in good faith and cooperatively with SHERIFF to resolve such complaints.
 - c. Sharing operational information with SHERIFF.
 - d. Security infrastructure for the facilities and schools.
 - e.. Furnishing facilities, utilities, repairs, maintenance, grounds keeping, and janitorial services for the SBBC facilities utilized by SHERIFF to provide services pursuant to this Interlocal Agreement.
- 3.2 Except for the services which SBBC decides to provide through non-SHERIFF employees, the SHERIFF shall be responsible for providing all necessary law enforcement, and safe school officers services, administration, training, and related support services as described herein as follows:
- a. **Law Enforcement and Safe Schools Security Services.** Law enforcement services shall include follow-up investigations by qualified personnel to investigate crimes and security breaches such as burglary or auto theft, homicide, drug offenses, assaults, fraud, missing persons, and support services such as polygraph, evidence control, etc. SHERIFF will provide specialized law enforcement response services that may include, but are not limited to, K-9 patrol, emergency response team, bomb disposal, intelligence functions, technical support, street crimes enforcement, regional narcotics investigations, multi-agency gang task force operations, victim services, case filing, DUI enforcement, marine/dive team, canine deployment, SWAT team response, major investigations including crime scene technicians, public education programs, drug enforcement, and continuity of staff. Any other ancillary services generally offered to other SHERIFF districts at no additional charge shall also be made available to SBBC at no additional charge.

b. **Ancillary Services.** Additionally, SHERIFF's professional administration is comprised of the following internal functions:

(1) **Legal Counsel** – for SHERIFF transactional issues, confiscations management, forfeitures, and law enforcement legal issues;

(2) **Public Information** – SHERIFF public information and media release services as related to law enforcement;

(3) **Department of Professional Standards and Administration** – for SHERIFF training, employment opportunity compliance, and professional compliance;

(4) **Management, Finance and Budget** – To include preparation and management of SHERIFF budgetary matters, finance, and central accounting, property and facilities management, fleet control, evidence, purchasing, supply and equipment management, and claims management;

(5) **Information Technology Division** – for SHERIFF systems development and maintenance, laptop computer program, and records;

(6) **Human Resources Bureau/Training Bureau** – which provides SHERIFF training and organizational development, classification and compensation, employee benefits, firearms training and maintenance, employee assistance, background investigations, retirement, and health and safety;

(7) **Grants Coordination** – SHERIFF will provide SBBC with all relevant information regarding available grants related to law enforcement and crime prevention not directly available to SBBC. SHERIFF shall cooperate with SBBC and, to the extent allowable by law, act as the law enforcement agent on behalf of SBBC in the continued application, maintenance, and accounting of law enforcement grants and entitlements as well as aggressively pursuing additional grant program funds as they become available. SBBC will make these funds available to SHERIFF to carry out the intent of the grant program as approved by the granting agency and SBBC.

ARTICLE 4
SCOPE OF SERVICES

- 4.1 SHERIFF shall provide Safe School Officers and Law Enforcement Services to SBBC. The specific services provided by SHERIFF under this Interlocal Agreement shall be set forth in Exhibit "A" attached hereto and made a part hereof.
- 4.2 The Scope of Services may not be modified unless approved in writing between the SBBC and the SHERIFF executed with the same formalities as set forth herein.
- 4.3 SHERIFF and SBBC acknowledge that the Scope of Services does not delineate every detail and minor work task required to be performed by SHERIFF to provide the services set forth herein. If, during the course of the performance of the services included in this Interlocal Agreement, SHERIFF determines that work should be performed, which is in SHERIFF's opinion outside the level of effort originally anticipated, whether or not the Scope of Services identifies the work items, SHERIFF shall notify the Contract Administrator in writing in a timely manner before proceeding with the work. SBBC and SHERIFF will negotiate in good faith any adjustments to the consideration payable hereunder as may be necessary.

ARTICLE 5
FACILITIES AND SECURITY INFRASTRUCTURE

- 5.1 SBBC will provide SHERIFF the use of certain SBBC-owned facilities, from which the law enforcement services will be provided. SBBC shall provide necessary office space and supporting equipment necessary for the use of such facilities, including, but not limited to, telephone, fax, copier, desks, and chairs for use only in connection with this Interlocal Agreement. SBBC will provide emergency power to such facilities. SBBC shall maintain, at its expense, the facilities and their related utilities, maintenance, janitorial services, furnishings, and other SBBC-owned equipment at the same level of maintenance as other SBBC facilities.
- 5.2 Any property furnished by SBBC to fulfill contractual requirements, which is lost or damaged resulting from improper use or negligence by SHERIFF employees shall be repaired or replaced at the discretion of SBBC and the cost of such repairs or replacement shall be deducted from the SHERIFF's next monthly invoice.
- 5.3 SBBC will use its best efforts to provide priority emergency repairs to any facilities need by the SHERIFF to provide services after a hurricane or disaster.

- 5.4 SBBC shall be solely responsible for providing the facilities and security infrastructure, including, but not limited to, acquiring, installing, implementing, constructing, replacing, repairing, maintaining, and servicing the facilities and security infrastructure to the extent necessary to ensure full compliance with all applicable federal, state, and local laws, rules, regulations, and codes.
- 5.5 SBBC shall be responsible for acquiring, installing, implementing, constructing, replacing, repairing, maintaining, and servicing the Security Infrastructure, as necessary to ensure the security of schools and SBBC facilities.
- 5.6 SBBC will respond timely to any security system and equipment failures and/or Security Infrastructure deficiencies that jeopardize the security of the schools and SBBC facilities utilized by SHERIFF and shall thereafter work diligently to correct such failures and/or deficiencies.
- 5.7 The Parties hereto recognize and acknowledge, that the efficiency and effectiveness of the SHERIFF's services are directly impacted by the quality, condition, and performance of the Facilities and Security Infrastructure. As a result, the SHERIFF will not be held responsible for any security deficiencies resulting, either directly or indirectly, from the Security Infrastructure.
- 5.8 SBBC shall be solely responsible for maintenance of the SBBC facilities.

ARTICLE 6

UNIFORMS, SUPPLIES, AND EQUIPMENT

- 6.1 SHERIFF shall supply all uniforms, vehicles and equipment for its employees providing the services pursuant to this Interlocal Agreement. The cost of such equipment shall be included in the annual consideration paid by SBBC.
- 6.2 Equipment Ownership. Equipment purchased by SHERIFF shall remain property of SHERIFF upon termination of this Interlocal Agreement. Equipment purchased with grant funds for the purpose of providing services under this Interlocal Agreement shall belong to the entity who provided the funding for the cost match of such equipment. SHERIFF shall provide SBBC a list of capital equipment covered by this section, which shall be updated annually.
- 6.3 Equipment Replacement. Equipment purchased by SHERIFF with any funds provided by SBBC, or grant obtained, for the purpose of providing services under this Interlocal Agreement shall be maintained in a manner consistent with the customary maintenance and replacement schedule for like equipment provided by SHERIFF in other service areas.

- 6.4 Supplies. SHERIFF shall supply at its own cost and expense any special supplies, stationery, notices, forms, standard law enforcement equipment, and uniforms.
- 6.5 Marking of vehicles. Each SHERIFF vehicle assigned full time to the services under this Interlocal Agreement will display the identification of Department of School Safety in a manner consistent with SHERIFF's practice in other service areas.

ARTICLE 7 CONSIDERATION

- 7.1 SBBC agrees to fund SHERIFF for the services provided for Fiscal Year 2020, the amount of One Hundred Seventy Nine Million Five Hundred Seventy Two Thousand Three Hundred Sixty Five (\$179,572,365) for safe school officers and law enforcement services pursuant to this Interlocal Agreement as follows:

For the period from the October 1, 2019 through the September 30, 2020, the annualized consideration amount payable by the SBBC to SHERIFF shall be Fourteen Million Nine Hundred Sixty Four Thousand Three Hundred Sixty Three Dollars and Seventy Five Cents (\$14,964,363.75) per month payable on the 1st of each month.

- 7.2 ANNUAL BUDGET. For fiscal year 2020 and each fiscal year thereafter during the Term of this Agreement, SHERIFF will submit a proposed budget to the Contract Administrator on or before the preceding May 1st. The budget will have a summary of major classifications (Personnel Services, Operating Expenses, Capital Outlay, etc.), an estimated average cost per staffing category and any overhead costs that are being considered. The Contract Administrator and SHERIFF will negotiate in good faith any annual adjustments to the consideration. The Parties recognize and acknowledge that time is of the essence in the annual budget process. Therefore, the Parties agree that final resolution of the budget submission must be reached on or before June 30th of each year. Once agreement on a final budget submission is reached, the Contract Administrator and SHERIFF shall provide each other with written approval of same.

- 7.2.1 If SHERIFF and SBBC are able to reach an agreement regarding the consideration, SBBC will pay SHERIFF the consideration in twelve (12) equal monthly installments, payable on the first (1st) of each month.

- 7.2.2 Termination for Lack of Funds. In the event the funds to finance this Interlocal Agreement become unavailable or are not allocated

by SBBC, SHERIFF may provide SBBC with thirty (30) calendar days' written notice of termination. Nothing in this Agreement shall be deemed or construed to prevent the Parties from negotiating a new Agreement in this event.

ARTICLE 8

TERM

- 8.1 The Term of this Interlocal Agreement shall commence October 1, 2019 and shall continue for a Term of five (5) years ending on September 30, 2024 unless sooner terminated as may be provided for herein ("Term"). However, if the Term of this Agreement extends beyond a single fiscal year of SBBC, the continuation of this Agreement beyond the end of any fiscal year shall be subject to the appropriation and availability of funds in accordance with applicable statutes.
- 8.2 This Interlocal Agreement may only be terminated as provided for herein or otherwise agreed upon in writing by the Parties.

ARTICLE 9

TERMINATION

- 9.1 Either Party may initiate a process to terminate this Interlocal Agreement for convenience by providing written notice to the other Party effective One Hundred Eighty (180) calendar days after receipt of such notification. In the event this Agreement is terminated for convenience, SHERIFF shall be paid for any services performed up to the effective termination date. Upon the effective date of termination, SHERIFF shall refrain from performing further services or incurring additional expenses under the terms of this Agreement. Under no circumstances shall SBBC pay for services, which have not been performed.
- 9.2 Transition Plan. Upon receipt of such notice, the Parties agree to commence work on, and to complete within One Hundred Eighty (180) calendar days, an orderly transition of responsibilities from the SHERIFF to SBBC over a minimum time frame of six months; provided, the minimum time frame to complete and implement a transition plan may be shortened as necessary. The transition plan shall identify and address personnel, capital equipment, workload, responsibility for on-going investigations, and any other issues related to the transition. Each Party shall bear its respective costs in developing the transition plan.
- 9.3 This Interlocal Agreement shall be deemed automatically terminated and of no further force and effect if SBBC or SHERIFF has filed or consented to the filing of a petition for reorganization or bankruptcy or is otherwise adjudicated insolvent.

- 9.5 This Interlocal Agreement provides in Article 20 entitled "Default" for the judicial remedy of specific performance to cause either Party to perform its obligations in accordance with the terms and conditions herein. In the event a court was to determine that either Party was in default in the performance of its obligations pursuant to this Interlocal Agreement and that specific performance was not an adequate remedy to cause the other Party to perform its obligations herein, in addition to all other remedies available to the Parties, the Parties shall be entitled to request a judicial order seeking rescission of this Interlocal Agreement.
- 9.6 In the event of termination or expiration of this Interlocal Agreement, SBBC and SHERIFF shall cooperate in good faith in order to effectuate a smooth and harmonious transition from SHERIFF to SBBC.

ARTICLE 10 AUTHORITY

- 10.1 SHERIFF's Authority. As a material inducement to SBBC to enter into this Interlocal Agreement, SHERIFF, intending that SBBC rely thereon, represents to SBBC that:
- a. SHERIFF is fully and properly authorized to execute and enter into this Interlocal Agreement on behalf of SHERIFF and to deliver this Interlocal Agreement to SBBC.
 - b. This Interlocal Agreement constitutes a valid and binding obligation of SHERIFF, enforceable against SHERIFF in accordance with the terms of this Interlocal Agreement.
 - c. SHERIFF is a political subdivision of the state of Florida, and has full power and authority to enter into this Interlocal Agreement, to perform SHERIFF's obligations under this Interlocal Agreement, in accordance with the terms of this Interlocal Agreement.
 - d. The execution of this Interlocal Agreement by the individual executing this Interlocal Agreement on behalf of SHERIFF, and the performance by SHERIFF of SHERIFF's obligation under this Interlocal Agreement, have been duly authorized and approved by all necessary action, and the execution, delivery, and performance of this Interlocal Agreement by SHERIFF does not conflict with any agreements, rules, regulations, or laws governing SHERIFF.
- 10.2 SBBC's Authority. As a material inducement to SHERIFF to enter into this Interlocal Agreement, SBBC, intending that SHERIFF rely thereon, represents to SHERIFF that:

- a. SBBC is fully and properly authorized to execute and enter into this Interlocal Agreement and to deliver this Interlocal Agreement to SHERIFF.
- b. This Interlocal Agreement constitutes a valid and binding obligation of SBBC, enforceable against SBBC in accordance with the terms of this Interlocal Agreement.
- c. SBBC is a political subdivision of the state of Florida, and has full power and authority to enter into this Interlocal Agreement, to perform SBBC's obligations under this Interlocal Agreement, in accordance with the terms of this Interlocal Agreement.
- d. The execution of this Interlocal Agreement by the individual executing this Interlocal Agreement on behalf of SBBC, and the performance by SBBC of SBBC's obligation under this Interlocal Agreement, have been duly authorized and approved by all necessary action, and the execution, delivery and performance of this Interlocal Agreement by SBBC does not conflict with any agreements, rules, regulations, or laws governing SBBC.

ARTICLE 11 **DEFAULT**

Notwithstanding a Party's right to terminate as set forth in Article 9 above, if SBBC or SHERIFF fails to perform or observe any of the material terms and conditions of this Interlocal Agreement for a period of thirty (30) calendar days after receipt of written notice of such default from the other Party, the Party giving notice of default may be entitled, but is not required, to seek any equitable or extraordinary relief, including, but not limited to, specific performance of this Interlocal Agreement on an expedited basis, as the performance of the material terms and conditions contained herein relate to the health, safety, and welfare of the people of Broward SBBC subject to this Interlocal Agreement. The Parties acknowledge that money damages or other legally available remedies may be inadequate for the failure to perform, and that the Party giving notice is entitled to obtain an order requiring specific performance by the other Party. Failure of any Party to exercise its rights in the event of any breach by the other Party shall not constitute a waiver of such rights. No Party shall be deemed to have waived any failure to perform by the other Party unless such waiver is in writing and signed by the proper authority for the waiving Party. Such waiver shall be limited to the terms specifically contained therein. This Article shall be without prejudice to the rights of any Party to seek a legal remedy for any breach of the other Party as may be available to it in law or equity.

ARTICLE 12

INSURANCE

- 12.1 SHERIFF shall maintain comprehensive general liability, professional liability, and Workers Compensation and Employer Liability coverage or maintain a self-insuring fund for the Term of this Interlocal Agreement in the amounts determined by SHERIFF to adequately insure SHERIFF's liability assumed herein, but in no event shall such coverage be less than the statutory waiver of sovereign immunity. SHERIFF agrees to provide SBBC with a Certificate of Insurance evidencing said coverage. In the event the coverage is modified during the Term of this Interlocal Agreement, SHERIFF shall provide SBBC with at least thirty (30) calendar days' prior written notice.
- 12.2 SHERIFF and SBBC shall each individually maintain throughout the Term of this Interlocal Agreement any and all applicable insurance required by Florida law for governmental entities and each shall furnish to the other Party written verification of such insurance prior to execution of this Interlocal Agreement.

ARTICLE 13

LIABILITY

- 13.1 SHERIFF and SBBC shall each be independently and separately liable and responsible for the actions of its officers, agents, and employees, while acting within the scope of their employment, in the performance of their respective obligations under this Interlocal Agreement.
- 13.2 SHERIFF and SBBC shall each independently defend any action or proceeding brought against its arising under this Interlocal Agreement and shall be separately responsible for all of their respective costs, attorneys' fees, expenses, and liabilities incurred as a result of any such claims, demands, suits, actions, damages, and causes of action, including the investigation or the defense thereof, and from and against any orders, judgments, or decrees, which may be entered as a result thereof.
- 13.3 SHERIFF and SBBC agree that no indemnification or hold harmless agreement shall be in effect concerning any claims, demands, damages, and causes of action, which may be brought against either Party pursuant to this Interlocal Agreement.
- 13.4 SHERIFF and SBBC are political subdivisions as defined in Section 768.28, Florida Statutes, and agree to be fully responsible for acts and omissions of its agents or employees to the extent permitted by law. Nothing herein is intended to serve as a waiver of sovereign immunity by any Party to which sovereign immunity is applicable. Nothing herein shall be construed as consent by a state agency or political subdivision of the

state of Florida to be sued by third Parties in any matter, whether arising out of this Interlocal Agreement or any other contract.

ARTICLE 14
MISCELLANEOUS

- 14.1 Joint Preparation: The preparation of this Interlocal Agreement has been a joint effort of the Parties hereto and the resulting document shall not, solely as a matter of judicial construction, be construed more severely against one of the Parties than the other.
- 14.2 Merger/Amendments: This Interlocal Agreement incorporates and includes all prior negotiations, correspondence, agreements, or understandings applicable to the matters contained herein; and the Parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Interlocal Agreement that are not contained in this document. Accordingly, the Parties agree that no deviation from the terms hereof shall be predicated upon any prior representations or agreements whether oral or written. It is further agreed that no change, amendment, alteration, or modification in the terms and conditions contained herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith by all Parties to this Interlocal Agreement.
- 14.3 Assignment: The respective obligations of the Parties set forth in this Interlocal Agreement shall not be assigned, in whole or in part, without the prior written consent of the other Party.
- 14.4 Records: SHERIFF and SBBC shall each maintain their own respective records and documents associated with this Interlocal Agreement in accordance with the requirements for records retention set forth in Chapter 119, Florida Statutes; said records shall be available for audit by the SBBC's Auditor.
- 14.5 Governing Law and Venue and Waiver of Jury Trial: This Agreement shall be interpreted and construed in accordance with and governed by the laws of the state of Florida. Any controversies or legal problems arising out of this Agreement and any action involving the enforcement or interpretation of any rights hereunder shall be submitted to the jurisdiction of the state courts of the Seventeenth Judicial Circuit of Broward County, Florida, the venue situs, and shall be governed by the laws of the state of Florida. To encourage prompt and equitable resolution of any litigation that may arise hereunder, each Party hereby waives any rights it may have to a trial by jury of any such litigation.
- 14.6 Severability: In the event a portion of this Interlocal Agreement is found by a court of competent jurisdiction to be invalid, the remaining provisions

shall continue to be effective unless SBBC or SHERIFF elects to terminate this Interlocal Agreement. The election to terminate this Interlocal Agreement based upon this provision shall be made within thirty (30) calendar days after the finding by the court becomes final. In such an event, SHERIFF and SBBC agree to cooperate fully with the other to effectuate a smooth transition of services back to the SBBC.

- 14.7 Notices: Whenever either Party desires to give notice to the other, such notice must be in writing and sent by United States mail, return receipt requested, courier, evidenced by a delivery receipt or by an overnight express delivery service addressed to the Party for whom it is intended at the place last specified; and the place for giving of notice shall remain such until it shall have been changed by written notice in compliance with the provisions of this paragraph. For the present, the Parties designate the following as the respective places for giving of notice. Notice shall be effective upon delivery.

For SBBC:

Superintendent of School
School Board of Broward County
600 Southeast Third Avenue
Fort Lauderdale, Florida 33301

For SHERIFF:

Broward Sheriff's Office
2601 W. Broward Boulevard
Fort Lauderdale, Florida 33312

With a copy to:

Office of General Counsel
Broward Sheriff's Office
2601 W. Broward Boulevard
Fort Lauderdale, Florida 33312

- 14.8 Nondiscrimination: SHERIFF shall not unlawfully discriminate against any employee or applicant for employment because of race, religion, age, color, sex or national origin, sexual orientation, marital status, political affiliation, or physical or mental disability if qualified. SHERIFF shall take affirmative action to ensure that applicants are employed, and that employees are treated during their employment without regard to their race, religion, color, sex or national origin, sexual orientation, marital status, political affiliation, or physical or mental handicap. Such actions shall include, but not be limited to, the following: employment, upgrading, demotion, transfer, recruitment, recruitment advertising, layoff,

termination, rates of pay, or other forms of compensation; and selection of training, including apprenticeship. SHERIFF agrees to post in conspicuous places available to employees and applicants for employment, notices setting forth the provisions of this non-discrimination clause.

- 14.9 Third Party Beneficiaries: Neither SHERIFF nor SBBC intend that any person shall have a cause of action against either of them as a third party beneficiary under this Interlocal Agreement. Therefore, the Parties agree that there are no third party beneficiaries to this Interlocal Agreement and that no third party shall be entitled to assert a claim against either of them based upon this Interlocal Agreement. The Parties expressly acknowledge that it is not their intent to create any rights or obligations in any third person or entity under this Interlocal Agreement.
- 14.10 Performance: SHERIFF and SBBC represent that all persons delivering the services required under this Interlocal Agreement have the knowledge and skills, either by training, experience, education, or a combination thereof, to adequately and competently perform the duties, obligations, and services set forth herein in a skillful and respectable manner.
- 14.11 Waiver of Breach and Materiality: Failure by either Party to enforce any provision of this Interlocal Agreement shall not be deemed a waiver of such provision or modification of this Interlocal Agreement. A waiver of any breach of a provision of this Interlocal Agreement shall not be deemed a waiver of any subsequent breach and shall not be construed to be a modification of the terms of this Interlocal Agreement. SBBC and SHERIFF agree that each requirement, duty, and obligation set forth herein is substantial and important to the formation of this Interlocal Agreement and, therefore, is a material term hereof.
- 14.12 Compliance with Laws: The Parties shall comply with all federal, state, and local laws, codes, ordinances, rules, and regulations in performing its duties, responsibilities, and obligations pursuant to this Interlocal Agreement.
- 14.13 Priority of Provisions: If there is a conflict or inconsistency between any term, statement, requirement, or provision of any exhibit attached hereto, any document or events referred to herein, or any document incorporated into this Interlocal Agreement by reference and a term, statement, requirement, or provision of this Interlocal Agreement, the term, statement, requirement, or provision contained in Articles 1 through 14 of this Interlocal Agreement shall prevail and be given effect.
- 14.14 Multiple Originals: This Interlocal Agreement may be fully executed in five (5) copies by all Parties, each of which, bearing original signatures, shall have the force and effect of an original document.

14.15 Audit Rights: SBBC and SHERIFF shall each have the right to audit the books, records, and accounts of each other related to this Interlocal Agreement at any time. Each Party shall keep such books, records, and accounts as may be necessary in order to record complete and correct entries for this Interlocal Agreement. SHERIFF agrees to provide to the SBBC a year end expenditure report by fund, cost center, and line item.

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**INTERLOCAL AGREEMENT BETWEEN THE SCHOOL BOARD OF
BROWARD COUNTY AND SHERIFF OF BROWARD COUNTY PROVIDING
FOR DELIVERY OF SAFE SCHOOLS OFFICERS AND LAW ENFORCEMENT
SERVICES**

IN WITNESS WHEREOF, the Parties hereto have made and executed
this agreement on the respective date(s) under each signature:

SBBC

(Corporate Seal)

THE SCHOOL BOARD OF BROWARD
COUNTY, FLORIDA

ATTEST:

Robert W. Runcie, Superintendent
Of Schools

By _____
Heather P. Brinkworth, Chair

____ day of _____, 2019

Approved as to form and legal content

By _____
Office of the General Counsel

**INTERLOCAL AGREEMENT BETWEEN THE SCHOOL BOARD OF
BROWARD COUNTY AND SHERIFF OF BROWARD COUNTY PROVIDING
FOR DELIVERY OF SAFE SCHOOLS OFFICERS AND LAW ENFORCEMENT
SERVICES**

SHERIFF OF BROWARD COUNTY

By _____
Gregory Tony, Sheriff

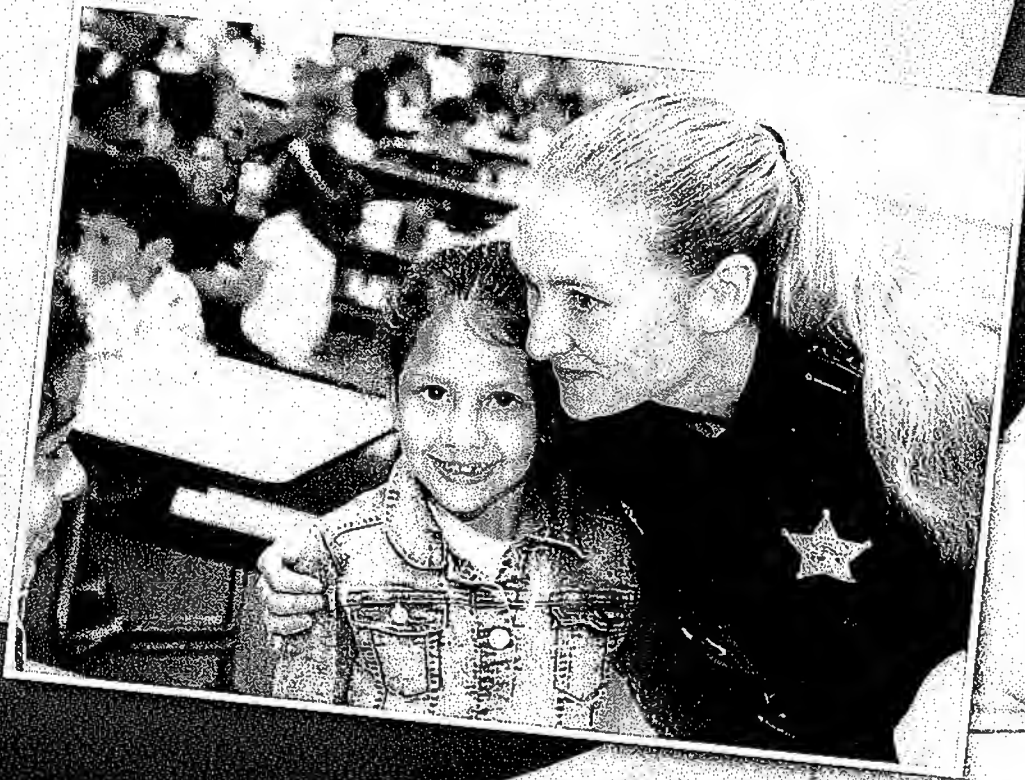
_____ day of _____, 2019

Approved as to form and legal sufficiency
Subject to execution by the Parties:

By _____
Terrence O. Lynch, General Counsel

EXHIBIT "A"
SCOPE OF SERVICES
SAFE SCHOOLS OFFICERS AND LAW ENFORCEMENT SERVICES

SCOPE OF SERVICES SAFE SCHOOLS AND LAW ENFORCEMENT SERVICES



Sheriff Gregory Tony
sheriff.org

SCOPE OF SERVICES

SAFE SCHOOL OFFICERS AND LAW ENFORCEMENT SERVICES

The Broward Sheriff's Office shall provide safe school officers and law enforcement services to the School Board of Broward County (hereinafter "SBBC") utilizing its Department of School Safety & Security. It shall provide compressive, unified, and full-service policing, safety and security services to the SBBC. Staff assigned to provide services shall consist of both sworn law enforcement officers and non-sworn support and administrative staff.

SBBC public schools shall be serviced by three operational service regions; North Region, Central Region and South Region. These regional operations shall be supported by a centralized group that provide investigative and threat management services, along with various administrative and other support functions.

SHERIFF shall provide the following:

- The prevention, detection, rapid response, investigation and resolution of all school safety or security threats occurring in BCPS, to include the utilization of the latest technology available to law enforcement.
- Compliance with all requirements of the Marjory Stoneman Douglas High School Public Safety Act, including the assignment of at least one School Safety Officer or School Resource Officer to all school campuses during regular school hours.
- Comprehensive integration of all BCPS policies, programs and protocols having a school safety, public safety or law enforcement nexus. The Broward Sheriff's Office Department of School Safety & Security will coordinate input on policy and program development with partner municipal law enforcement agencies as applicable.
- Delivery of national benchmark training for all personnel, both sworn and non-sworn, assigned to the Department, with a specific focus on school-related threat management and mitigation tactics.
- Training on threat mitigation and response to all BCPS staff.
- School Safety Officers (SSO) – Deputy Sheriffs assigned to the primary purpose of providing school safety and security will be designated as Safe School Officers, in accordance with FS 1006.12. These sworn, certified law enforcement officers are tasked with performing law enforcement functions within school settings. In consultation with SBBC, one or more SSO will be assigned to each school campus.
- School Resource Officer (SRO) – Deputy Sheriffs assigned to the primary purpose of providing students and parents with information about safety and crime prevention, acting as mentors for students, and promoting a positive

relationship between students and law enforcement shall be designated as School Resource Officers, in accordance with FS 1006.12.

- Support/Transport Unit – Sworn deputy sheriffs will be assigned to operate transport vehicles in order to quickly transport and process any students arrested for criminal acts. Transport unit deputies will also secure and process any evidence or contraband recovered by an SSO or SRO. These deputies will provide general support to deputies assigned to a campus.
- General Patrol/After Hours Unit – Sworn deputy sheriffs shall be assigned to patrol school campuses after regular school hours. This unit will also be tasked with responding to, and investigating and alarms activated during hours when school is not in session.
- Canine Unit – Canine Unit deputies are primarily tasked with responding to alarms activated during hours when school is not in session.
- Criminal Investigations Detectives/Analysts – Detectives shall be assigned to conduct follow-up investigations for crimes reported on campus. Crime analysts shall be assigned to detect any emerging criminal activity trends, and disseminate any intelligence related to school-based crimes.
- Threat Management Detectives/Analysts – SHERIFF's Threat Management Unit and Real Time Crime Center shall provide threat assessments involving students suspected of potential violent behavior, as well as coordination of any Risk Protection Order incidents.
- Training Unit – the training unit shall provide training for deputies to include the School Resource Officer training course, Active Killer and other tactical and firearms related training. SBBC employees shall be provided training related to school safety and security, including active killer incident response.
- Emergency Management – interface directly with BSO's Office of Emergency Management and directly liaison with the SBBC Office of Emergency Management. Assist in the security of the school's physical plant and participation with the Florida Safe School Assessment Tool, coordination of SHERIFF's participation in the BCPS SAFE Teams, as well as participating on threat assessment teams.
- Security Assessment/Crime Prevention Through Environmental Design (CPTED) Unit – shall assign staff to assist the SBBC with designing or re-designing the school's physical plant and landscaping in a manner that is conducive to school safety and security. This includes designation of "hard corners" and safe areas, as applicable to each classroom.

- Diversion Program Administration – BSO shall take the lead role in overseeing the SBBC's Preventing Recidivism Through Opportunities, Mentoring, Interventions, Support & Education (PROMISE) program.
- Planning Teams – Sworn staff will attend planning meetings to discuss school safety and security issues and contribute to decisions about school safety and security.
- Safety Assessments - School safety assessments will be performed in the school. Deputies may assist or direct the process since he/she will have relationships with students and the community that will add credibility to the efforts.
- Prevention Programming – Department staff will be aware of the importance of research based programs. With the results from the assessments, assigned Deputy Sheriffs and the BCPS staff can choose programs which are appropriate to the needs of the school and community.
- Social Support – Deputy Sheriffs assigned to the Department are critical members of the school's social support network. This network should include school administrators, local law enforcement, community-based mental health professionals, school counselor/psychologist.
- Emergency Management Planning – Departmental staff will be key players in the development of the school emergency response plans. Departmental staff will help facilitate communications between the school and law enforcement, and will help ensure that all plans are practiced on a regular basis.

Staffing Complement - Department of School Safety & Security

Staffing required for the implementation of the BSO Department of School Safety & Security is as follows:

Job Classification	Projected Number
Colonel / Executive Director	1
Lieutenant Colonel / Director	1
Major	2
Captain	5
Lieutenant	14
Sergeant	67
Deputy Sheriff – SSO	372
Deputy Sheriff – SRO	60
Deputy Sheriff – Support/Transport	8
Deputy Sheriff – General Patrol/After Hours	24
Deputy Sheriff – Canine	4
Deputy Sheriff – SSO Relief	93
Deputy Sheriff – Trainer	12
Deputy Sheriff – CPTED/Security Assessor	6
Detective – Criminal Investigation	27
Detective – Threat Management	12

Administrative Specialist I	4
Administrative Specialist II	5
Administrative Assistant	4
Administrative Support Specialist	7
Training Specialist II	4
Case Filing Specialist	3
Community Service Aide	6
Records Specialist	6
Investigative Aide I	4
Investigative Aide II	1
Strategic Intelligence Analyst	6
Crime Analyst	3
Juvenile Services Program Manager	1
Research Specialist	3
Special Projects Coordinator	2
Special Details Coordinator	2
Budget Operations Liaison	1
Communications Operator III	8
Information Technology Engineer	2
Digital Evidence Technician	2
Community Affairs Specialist	3
Public Record Technician	2
Youth Services Supervisor	1
Youth Services Counselor	4
Emergency Management Coordinator	2

