



CRA - PUBLIC SAFETY STRATEGY

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EXECUTIVE SUMMARY

The Hallandale Beach Community Redevelopment Agency (HBCRA) was established on December 27, 1996. The HBCRA's mission is to promote economic development and enhance quality of life by eliminating and preventing blighted conditions through the facilitation of community partnerships, business growth, job creation, and neighborhood rehabilitation. To that end, the HBCRA has partnered with police staff to develop a Public Safety Strategy designed to promote community involvement, take advantage of technological improvements in modern policing, and harness existing resources to better redesign a smarter and safer living environment for the residents, as well as businesses and visitors to the City of Hallandale Beach.

The goal of the HBCRA Public Safety Strategy is to create a safer city for residents, businesses and visitors through community partnerships, technological innovation and environmental design. This paper is intended to: (1) Introduce the HBCRA Public Safety Strategy (2) Geographically Identify each of the four (4) HBCRA Quadrants; (3) Present the Three Pillars of Crime and include the programs, initiatives and supportive technology; (4) Identify the projected costs for the HBCRA Public Safety Strategy to include construction, hardware, software, and staffing; and (5) Outline a five (5) year timeline for implementation.

INTRODUCTION TO HBCRA PUBLIC SAFETY STRATEGY

The lesson is that crime is not always random and can be combatted through a myriad of prevention and proactive initiatives to create an effective public safety strategy.

“Major theories of criminal behavior, such as routine activity theory, rational choice theory, and crime pattern theory ... support the hypothesis that criminals and victims follow common life patterns which overlap. These patterns indicate an increased likelihood of crime.” Additionally, “geographic and temporal features influence the where and when of those patterns. As both the criminal and victim move within those patterns, criminals make “rational” decisions about whether to commit crimes, taking into account such factors as the area, the target’s suitability, and the risk of getting caught.” (Perry, McInnis, Price, Smith, Hollywood, 2013, p.36).

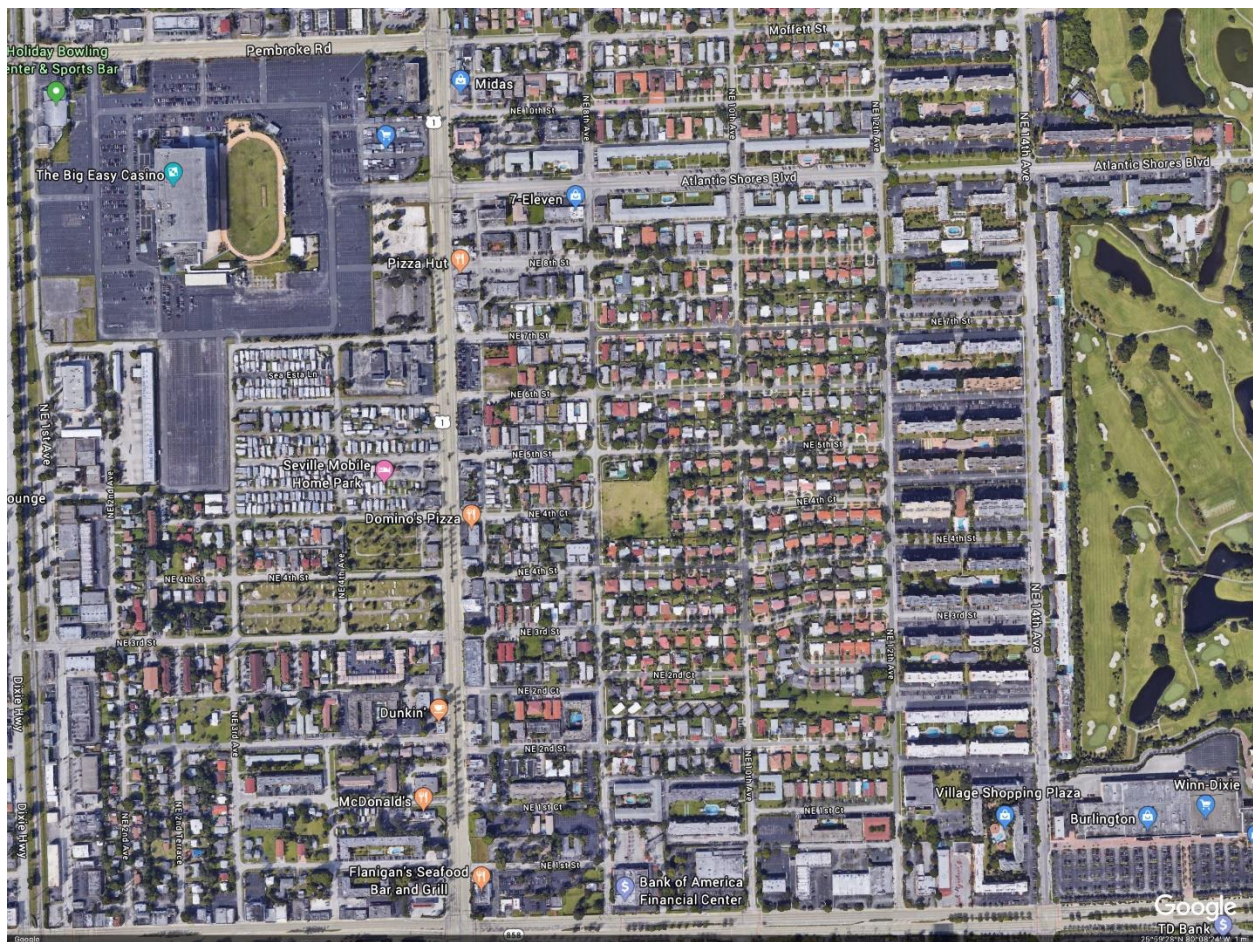
The fundamental concept of the HBCRA Public Safety Strategy is based on three pillars of crime; *Pre-Crime, Crime and Post-Crime*. Every criminal incident includes all three pillars of crime. The *Pre-Crime* pillar is made up of initiatives to prevent victimization through environmental design, education and directed patrols. The *Crime* pillar includes programs that better utilize technological innovation to enhance police response during incidents of crime. The *Post-Crime* pillar are tactics to more effectively investigate incidents of crime as well as establish the development of intelligence gathering tools to prevent future incidents of crime. These pillars act in a perpetual cycle of crime prevention, response, and education to better respond to, and thwart future incidents of crime.

The HBCRA Public Safety Strategy will be modeled on the modern policing tools of environmental design, community policing, intelligence-led policing and use of technological innovation. These tools have demonstrated significant potential to increase public safety and crime reduction when properly deployed.

GEOGRAPHY – THE FOUR CRA QUADRANTS

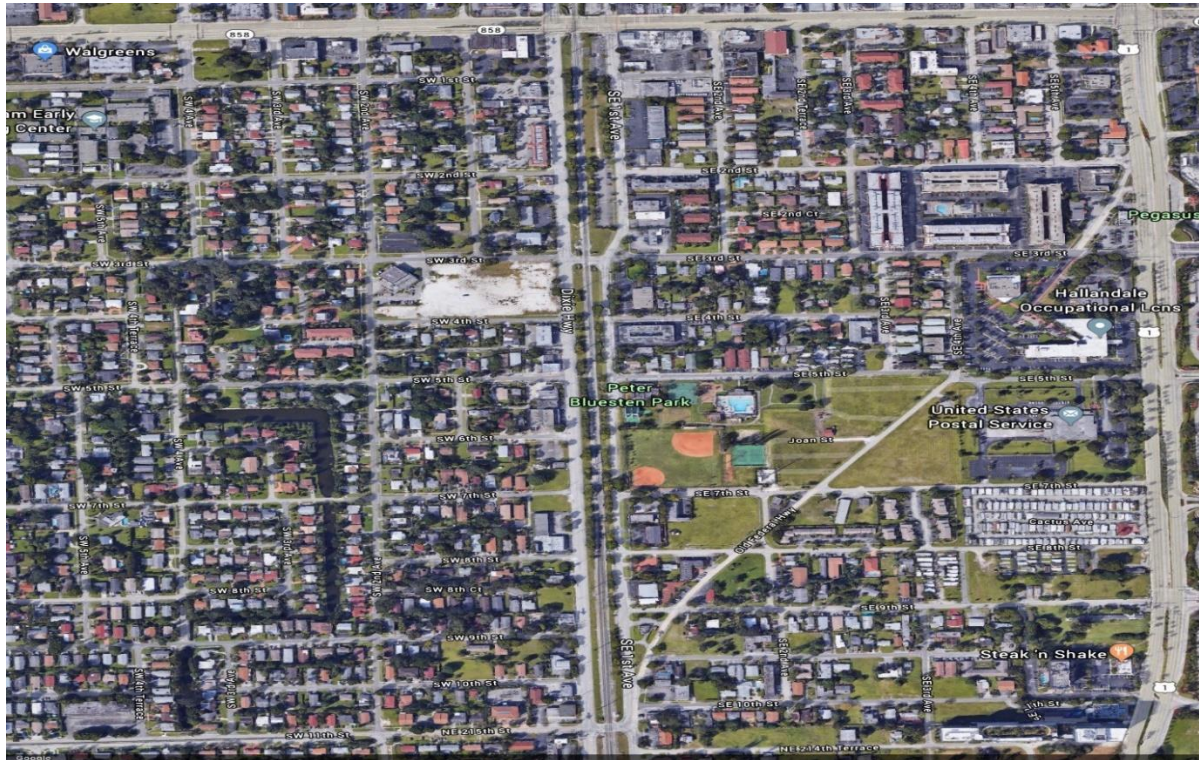
Northeast Quadrant:

The northeast quadrant is bordered to the west by NE 1 Avenue, to the north by Pembroke Road, to the east by NE 14 Avenue, and to the south by East Hallandale Beach Boulevard. The quadrant has mixed use zoning and incorporates residential single-family homes and condos, short term rental/motels and retail businesses. This quadrant is the only quadrant that has a major thoroughfare (Federal Highway/US 1) intersecting it.



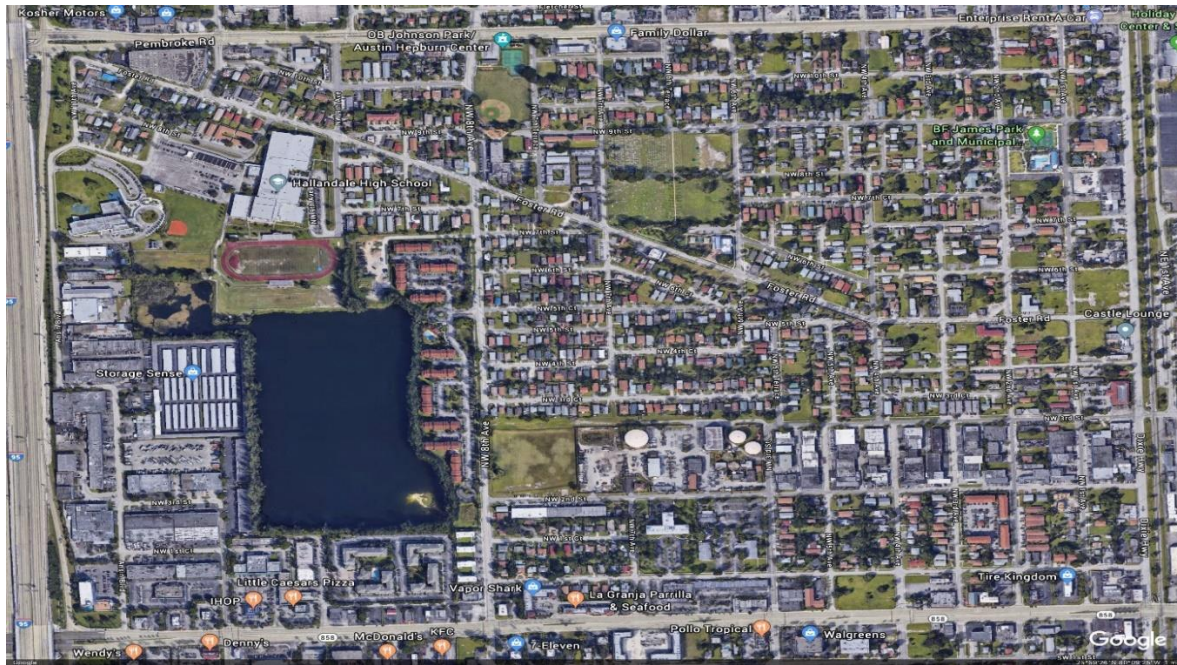
Southeast Quadrant:

The southeast quadrant is bordered to the west by SE 1 Avenue, to the north by East Hallandale Beach Boulevard, to the east by Federal Highway/US1, and to the South by County Line Road. The area has mixed use zoning with residential single-family homes and condos, short term rental/motels and retail businesses.



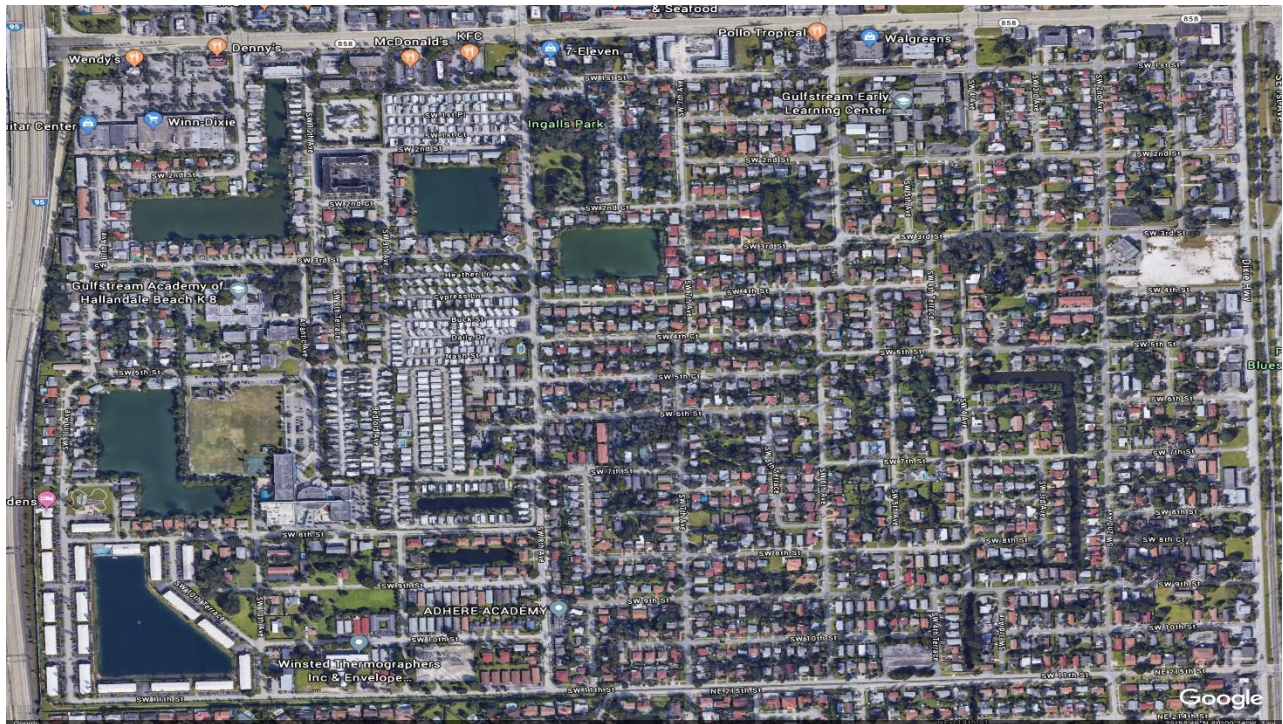
Northwest Quadrant:

The northwest quadrant is bordered to the west by the I-95 highway, to the north by Pembroke Road, to the east by Dixie Highway, and to the south by West Hallandale Beach Boulevard. The quadrant has mixed use zoning and incorporates residential single-family homes and condos, short term rental/motels and retail businesses.



Southwest Quadrant:

The southwest quadrant is bordered to the west by the I-95 highway, to the north by West Hallandale Beach Boulevard, to the east by Dixie Highway, and to the south by County line Road. The quadrant has mixed use zoning and incorporates residential single-family homes and condos, short term rental/motels and retail businesses.



THE THREE PILLARS OF CRIME

FIRST PILLAR – PRE CRIME

The first pillar of the HBCRA Public Safety Strategy is the *Pre-Crime* component. This portion of the strategy is based on crime prevention. There are several approaches to combatting crime before it happens and educating people to avert victimization.

Safe Neighborhood Quadrants

The HBCRA Public Safety Strategy will create Quadrant Safety Boards in each quadrant of the CRA. This model follows the blueprint established by two special taxing districts called Safe Neighborhood Districts in the City of Hallandale Beach. The purpose of these districts is to increase safety and aesthetic appeal. The Police Department allocates a liaison to facilitate the relationship between the City and the Advisory Board members. As a result, both districts have built gate houses, installed gate operators, hired security staff (both police detail and private) and installed security cameras (both ALPRs and CCTVs). The Three Islands Safe Neighborhood District (TISND) is undergoing a two million dollar traffic calming project designed to slow vehicle traffic and increase pedestrian safety while adding esthetic enhancements. The Golden Isles Safe Neighborhood District (GISND) will be undergoing a project to replace current signs throughout the neighborhood with decorative signage. These improvements were initiated by the individual Advisory Boards and ultimately approved by the Board of Directors.

The four HBCRA quadrants lack this type of community involvement but the blueprint can be implemented easily within the CRA districts. Four Quadrant Safety Boards (QSBs), one for each quadrant, with five residents as members of each the Advisory Board will be nominated by the HBCRA Board. The QSBs would meet quarterly to discuss issues and concerns in their respective quadrants. City staff will attend each meeting, eventually appointing a liaison. With the aid of City staff, the QSBs will develop a public safety plan to enhance their respective neighborhoods. The plans would be presented and approved by the HBCRA Board. The implementation of the QSBs will allow residents in each of the HBCRA quadrants to have a voice in the development of their community, as well as increase access to City staff and their expertise, and provide funding to finance redevelopment.

Community Educational Courses

The Hallandale Beach Police Department (HBPD) currently hosts a multitude of programs to educate residents about police and crime. HBPD hosts a Citizens' Police Academy which is a 12-week series of classes designed to educate the public about police operations within the City of Hallandale Beach. Attendees learn about the various specialized units (K-9, Patrol Operations, Crime Scene, Detective Bureau, SWAT, Marine Patrol, etc.) and the training needed to become a police officer. A Ride-Along program is also available to qualified participants providing citizens the opportunity to ride with an officer during a regular patrol shift. HBPD also manages the Police Explorers Program which allows teens and young adults the opportunity to learn and experience lawful citizenship participating side-by-side with certified Hallandale Beach Police Officers in ongoing training and community service projects. Explorers receive training in basic law enforcement. They may have the opportunity to demonstrate their learned skills while competing against other Explorer programs throughout the county, state and/or nation during training seminars. Recently, HBPD began to extend Active Killer training to all the houses of worship as well as the pre-schools and private schools in the city.

The HBCRA Public Safety Strategy would extend this educational program to include self-defense courses to residents at community centers and/or parks in the HBCRA. Trained police officers will instruct community-based classes designed to empower residents to take control of their safety. The classes will instruct low impact self-defense techniques allowing residents to physically protect themselves from attackers. The courses will also provide residents insight on how to avoid becoming victims of other types of crimes such as burglaries, financial or cybercrime. These self-defense classes will allow police to expand their public education efforts by preventing residents from becoming victimized.

CCTV Implementation

The HBCRA Public Safety Strategy will include the addition of surveillance cameras throughout the HBCRA quadrants. International and domestic Law Enforcement Agencies have increased the use of



Closed Circuit Television (CCTV) surveillance over the past two decades. Municipalities across the United States use an estimated one million CCTV cameras to monitor public areas such as schools, public buildings, and areas of high crime and/or traffic. (Nieto, 1997) (Nestel, 2006). Appendix A provides examples of crime disbursement and impact of CCTV deployment on criminal activity in the Chicago area

in the early 2000s. The darker blue areas in the charts on Appendix A reflect higher crime areas. As Appendix A clearly indicates, the amount and disbursement of crime was significantly altered by the deployment of CCTV in the Chicago area (compare “Before” chart at top of Appendix A to “After” chart at the bottom of the page).

As the very notable example of the Boston Marathon bombing illustrates, opportune placement of monitoring systems can be critical to high profile crime situations. Footage of the bombing in the spring of 2013 was caught by a department store monitoring system. This footage led to the identification of the prime suspect, who was captured on camera dropping a black backpack on the street. The footage was described as “a major turning point” in the investigation. Separate videos from another department store provided additional images that eventually led to a positive identification (Bucktin, 2013). While the cameras in this case happened to be privately owned, they demonstrate the immense value of surveillance systems.



The HBCRA Public Safety Strategy will include the installation of CCTV in areas where historical or regional data indicates criminal activity is more likely to occur. It will also involve partnering with local businesses, schools and residents to have real time access to their surveillance equipment. This program will be expanded upon further in the Pillar Two – *Crime* (The Real Time Crime Center) section of this paper.

Investment in Software

The HBCRA Public Safety Strategy will include implementing crime prevention software such as Predictive Policing (PREPOL) and Data-Driven Approaches to Crime and Traffic Safety (DDACTS) software. Currently, the Hallandale Beach Police Department implements a reactionary crime fighting model. When a crime occurs, police react by saturating the area with police and investigating the crime to identify and apprehend the perpetrators. Recently, crime prevention policing software has been found to have promising results in combatting criminal behavior prior to its occurrence. Crime prevention software utilizes a combination of historical crime data and criminal intelligence to forecast



future incidents of crime. Based on these forecasts, increased patrols at particular locations on specific dates and times can deter crime before it happens. Further, police administrators can better manage police resources during down times (when not

responding to calls for service). The HBCRA Public Safety Strategy includes the addition of crime forecasting software as an added tool to prevent crime before it occurs.

Expanded Police Presence

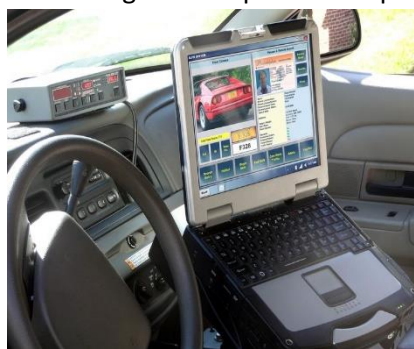
Establishing a police presence in a neighborhood can have positive effects. The creation of a police substation at the Station 7 Fire Department on Foster Road will allow for police to gain a physical foothold in the community and provide a place for residents to interact with police in their own neighborhood. The substation would be a base of operations for the officers assigned to that zone, as well as the Community Involvement Unit (CIU). At this time, due to a shortage in staffing, the substation would not be staffed 24/7 days a week. However, the substation would be outfitted with a call box that will be connected to the 911 phone line should residents have an emergency. The substation can act as a platform to build out further police presence in the area as resources become available.

SECOND PILLAR – CRIME

The Second Pillar – *Crime* of the Public Safety Strategy is designed to more effectively respond to incidents of crime, and to also better manage police resources. The second pillar will use innovations in technology to achieve its mission.

Automatic License Plate Reader (ALPR)

The advent of activate monitoring through technology is revolutionizing policing. As an example, Automatic License Plate Reader (ALPR) technology uses optical character recognition on images to read vehicle registration plates. The plates are then compared to a “hotlist” of vehicle tags that are



connected to criminal activity such as stolen vehicles, or the registered owner has a suspended license. The system then immediately alerts police by sending a photograph of the vehicle, the suspected violation and the location of the camera where the vehicle was last detected. The system also allows police to be alerted when suspicious vehicles that are under investigation enter

an area. Further, the ALPR software allows for investigators to review the movements of vehicle license plate numbers (to include partial tags) not only in the City of Hallandale Beach, but nationwide.

Investigators can search make, model, and color of vehicles to develop clues to help solve crimes. This technology is currently active in the two Safe Neighborhood Districts in the City of Hallandale Beach.

Since their deployment, there have been several incidents where stolen vehicles and/or wanted individuals have been intercepted as a direct result of this technology.

The HBCRA Public Safety Strategy will expand this technology to cover the major entry and exits points into the City of Hallandale Beach (see Appendix F). This crime fighting tool would have an immediate effect on policing applications.

Drones

The use of small unmanned aircraft systems (also known as drones) has various benefits including mitigating risks, expanding the capabilities of manpower, and providing critical real-time information to key personnel when responding to critical incidents. These incidents include search and rescue operations, traffic accident reconstruction, crowd monitoring during large events, fleeing suspect pursuits, recognizance, natural disaster incident responses and crime scene processing. Many law enforcement agencies across the country have already embraced these new capabilities and have integrated drone operations as part of their repertoire. This technology, if properly deployed, will allow police to better manage their resources in a safer and more effective manner.



Daytona Beach Police recently utilized a patrol drone to monitor the back door of suspected homicide suspect as officers made entry through the front door. The drone allowed police to deploy more officers at the front door while the drone operator watched the back door and could alert them of an attempted escape.

As part of the HBCRA Public Safety Strategy, the Hallandale Beach Police Department (HBPD) will be enhancing the Patrol Operation services with the addition of four (4) drones. The drones will be deployed around the clock and will be utilized as required. HBPD will be utilizing the Axon Drone system which stores video on www.evidence.com, the vendor currently engaged to provide the current storage platform for HBPD body worn cameras.

Radio Global Positioning System (RGPS)

Radio Global Positioning System (RGPS) is a standard feature on the Motorola radios being deployed this year. The RGPS software will monitor and accurately position police radios in an 8-foot radius. The RGPS will be installed and utilized in the RTCC, to allow police supervisors an improved capability to manage their personnel during critical incidents. Supervisors will be able to position their officers where they are needed to ensure coverage.

Real Time Crime Center (RTCC)

The cornerstone of the technological portion of the HBCRA Public Safety Strategy will be the implementation of a Real Time Crime Center (RTCC). The RTCC will enhance public safety, police response and expedite criminal investigations through the integration of all of the tech tools previously discussed. An example of this integration can be found in the planned implementation of Project Blue Light which based on a program developed by the Detroit Police Department.



The purpose of the program is to allow police access to the footage from a business's surveillance system in real time. The information seen on live video footage from a location is disseminated to responding officers. This critical insight allows police to gauge how to better respond to critical incidents and allows police to share that information with surrounding jurisdictions, increasing the likelihood of an arrest.

When an emergency call for service is processed by the 911 operator, that information is entered into computer assisted dispatch (CAD). The RTCC instantly compares the addresses being entered into CAD with the database of participating Project Blue Light businesses. When there is a match, the surveillance footage from that business will automatically be displayed in the RTCC with an alert. This will allow the crime center specialists to disseminate information regarding the call in real time to the responding officer via police radio. Information such as whether medical assistance is needed, how many victims are there, how many suspect(s) are involved, if the suspect is armed, the make and model of the vehicle(s) involved, and in what direction did they flee? Conversely, a false alarm can be broadcasted in real time. This information allows officers to make better decisions upon arrival, and helps supervisors improve the management of their resources, ultimately saving lives. Further, when serious incidents do occur, the surveillance footage is immediately accessible to detectives (currently with private surveillance systems it can take days to recover) and some cases may be lost depending how the business's system is calibrated. Finally, the video footage can be instantaneous and shared via email with surrounding jurisdictions to increase the likelihood of solving a crime or apprehending a suspect(s).

The benefits of a business participating in Project Blue Light is enhanced police response during an emergency situation and it also reduces the need for police to seize a business's surveillance system

for evidence during a serious crime. Further, businesses that participate in the Project Blue Light will be outfitted with a blue flashing light (hence the name) as well as Project Blue Light signs warning all potential criminals of the enhanced surveillance, and thus preventing criminal activity. The participating businesses will meet with trained crime prevention through environmental design (CPTED) certified police officers who will help provide suggestions on how to better optimize the surveillance system. The officers will give recommendations on camera placement and crime prevention tips, which will be provided in a report. This will reduce the likelihood or opportunity for criminal activity at that location. This will also help police develop stronger partnerships with their business community.

Access to real time surveillance footage 24/7 days a week will be the central role of the RTCC. The scalability of this platform is revolutionary, as the RTCC will have access to the cameras from the schools, condominiums, private residences (Ring.com), the street CCTVs (discussed in Pillar One) as well as all City owned properties (to include the parks). The RTCC not only allows for Project Blue Light to exist, but it also allows for the integration with other available technologies, such as the ALPRs to immediately have access to vehicle tags in the area, RGPS to manage the police resources and their response, and/or drone feeds to provide a better visibility on an incident or to follow person(s) of interest as they move. The RTCC is a platform that allows for police personnel to manage these technologies effectively and provide the City the most advanced crime fighting platform in the region.

THIRD PILLAR – POST-CRIME

The Third Pillar of the HBCRA Public Safety Strategy is *Post-Crime*. One of the most important components of crime prevention is how, as a community, and as a police department, we respond to incidents of crime. This *Post-Crime* Pillar develops systems to quickly respond to new areas of blight, expands our use of technology to share evidence and information within the police department and the public, and creates an intelligence unit designed to relentlessly monitor criminal activity, gather criminal intelligence and evolve to adapt to the ever changing criminal landscape.

Expanded use of RTCC

The *Post Crime* pillar is another area where the RTCC can be of great use. The RTCC will be outfitted with active monitoring software designed to automatically monitor all video feeds in the city. As an example, if a business is closed but the lights inside the business turn on, or movement is detected

on the video, an RTCC specialist will be alerted to the unusual activity. The specialist can then alert police immediately to investigate. This allows police to divert their resources away from areas where video surveillance is present and concentrate on other activity.

Further, when a crime has occurred, the RTCC can expeditiously disseminate crime information to officers on the street and surrounding jurisdictions. When a crime is committed and the perpetrators have fled the area, suspect or vehicle information can be sent to officers in the field to facilitate the arrest of the perpetrators. Swift apprehensions allow for the preservation of evidence, the higher likelihood for the recovery of property, and the acquisition of weapons or clothing involved in the event which can build a stronger case to ensure a successful prosecution.

The RTCC also has the ability to send officers the full video of an incident immediately. If an officer responds to a vehicle crash and the incident was captured on video, the RTCC is able to send the video to the officer on the scene. This allows the officer to be better equipped to conduct a more accurate and thorough investigation. When a group of individuals are suspected of engaging in criminal behavior, access to footage can better determine the actual criminal(s), allowing officers to detain citizens for shorter periods of time.

Furthermore, the RTCC's role will not be limited to policing services. The RTCC will also be able to provide a larger public safety role as command center. The RTCC can quickly alert the Department of Public Works when there are incidents of illegal dumping and/or graffiti, flooding, water pump failures and down utilities in the City. Fire Rescue will be notified of critical information and provided updates when responding to calls for service. Fire Rescue could be alerted to the true number of patients, and an overview of their injuries and the scene. Fire Rescue can also be made aware of the severity of a fire or downed powerlines or of a traffic crash.

Finally, when a serious incident occurs and the incident is believed to be on the private video recorder, the entire system is ceased in order to preserve the evidence. This can be a costly and burdensome experience exasperating an already traumatic event. The RTCC illuminates the need for the video recorder to be ceased if the event is captured on RTCC camera feeds. The RTCC can actively monitor live video footage for suspicious activity, aid the City to improve the management of resources, help expedite the apprehension of criminals, allow for more accurate field investigations, and limit the burden that evidence collection can have on the victims of crime.

Intelligence Policing Unit

The HBCRA Public Safety Strategy will include the creation of an intelligence policing unit. The goal of the Intelligence Unit will be to gather criminal intelligence and data collection to guide police operations. This Unit will optimize the crime software discussed in Pillar One, by inputting current crime trends, analyzing crime data and recent arrests to provide patrol units daily crime briefings with an up to date statistical analysis of criminal activity in the City.

The Intelligence Unit will utilize a combination of current police positions and newly CRA funded positions. The Unit will consist of a Sergeant, eight officers, and a civilian crime analyst. The genesis of the Unit will be the crime analyst who will act as the center for gathering and processing crime data. The crime analyst's mission will be to interpret and process all crime data entering into the Intelligence Unit. A portion of the intelligence being shared with the crime analyst will come from patrol officers. The Intelligence Unit will have four officers, one assigned to each patrol shift. These officers will be trained in intelligence gathering and dissemination. The officers will provide daily briefings to include crime scene intelligence as observed directly in the field. Further, the officer will search for patterns that might otherwise be missed in the official reports. The officers will also foster communication throughout the department by providing their individual squads information gathered by the Intelligence Unit.

The Intelligence Unit will also include four full time police officers. These officers will have the ability to be more dedicated to the often time consuming and intensive investigations that road patrol officers do not have the time or resources to address. These officers would concentrate their efforts on addressing specific intelligence and data driven criminal activity through the development of criminal informants, surveillance and long-term investigations. Further, these officers would conduct preventative enforcement such as parole checks, warrant apprehensions, suspect surveillance and searches.

Community Public Information

Finally, the HBCRA Public Safety Strategy will develop a campaign to increase resident use of City social media outlets to increase effective communication between residents and City Staff. Social Media, the City Website and email alerts will become the forefront of our emergency broadcasts during critical incidents. Messages will include warning residents of potential hazards such as long vehicular delays, or critical incidents or precautions they can take to prevent current criminal activity, or keeping residents informed about events in their community. Through these information bursts, residents could be made aware of arrests or events that might provide pertinent information. Utilizing social media is an inexpensive and effective way to inform residents, allow residents to harden themselves from becoming victims, create transparency within city government and promote the use of police services in the community.



COSTS OF THE HBCRA PUBLIC SAFETY STRATEGY

DRONES

The Drone Program costs will include the purchase of the four (4) drones with the additional camera systems. The initial cost of the four drones with extra batteries is \$15,000 (Appendix B).

There are strict training protocols for officers to become drone pilots and to also be trained to maintain and repair the drones. HBPD officers assigned to fly drones will be obligated to acquire a Certificate of Waiver or Authorization (COA) which is issued by the Federal Aircraft Association (FAA) for Public Aircraft Operations permitting the use of specific unmanned aircraft activity. The cost of the training is estimated at \$10,000 for eight officers. Also budgeted is an annual repair/part replacement budget of \$5,000. This will allow for the quick maintenance and repairs to the drones.

The total cost of the program will be \$45,000 over the next five years. Grant funding options to partially cover the costs are being researched.

ALPR

The ALPR costs will include the expansion of the ALPR system to cover the main arteries leading into the City. The ALPRs will capture vehicular traffic entering and exiting the City 24/7 days a week. The sight locations are outlined in Appendix C. The cost for the ALPRS include construction, installation and maintenance over the next five years is \$100,000 annually (Appendix B). At the end of the five year term the City will own all the ALPRs.

RTCC

The RTCC project will include a physical re-modeling of an existing 22' by 26' foot office space located on the second floor of the police department. The room must be soundproofed, devoid of light, and sealed. The RTCC will need new lighting, furniture, screens, computers, servers and flooring. The purchase of integration software and the programming of the software with existing and newly purchased equipment will be necessary. The estimated costs of outfitting the room with the proper equipment and software, as well furniture is estimated at \$400,000. To offset costs and ensure the RTCC will be functional upon completion, the construction is scheduled for the second year of the HBCRA Public Safety Strategy. This will ensure the ALPRs and initial fifty (50) public safety CCTV cameras will

already be installed and serviceable by the time the RTCC is completed. This is in addition to already 250 plus City owned CCTV cameras in use in all the municipal buildings and the City parks (See Appendix D). Further, the RTCC will require a consultant to oversee the construction which is estimated at \$75,000 annually. The consulting fees are calculated into year 2 & 3. Further, annual recurring licensing fees for the software are estimated at \$50,000 a year.

There will be four work stations in the RTCC. One station will allow staff access to all video feeds as well as all the programs on eight large viewing screens. This station will conduct the majority of the day to day activities. The second station will have six large viewing screens and will be reserved for special events, SWAT/Drug operations or other critical incidents. This station will act as a command center for the officers working in the field. The third station will be reserved for the Intelligence Unit activities. The fourth station will act as a command center meeting room during major events. Appendix is a rendering of the RTCC.

The RTCC will be staffed by the On-Duty Patrol Operations Sergeant and one civilian RTCC specialist 24 a day / 7 days a week. The cost to staff the RTCC with civilian personnel will be \$350,000 annually to include salary and benefits. The RTCC specialist will require initial training estimated at \$15,000.

The total cost for the RTCC over the next five years is \$1,750,000 to include construction, equipment, software, consulting, staffing and training. Grant funding options are available and opportunities to partially cover the costs are being researched.

INTELLIGENCE UNIT COSTS

The Intelligence Unit incorporates existing police department positions and new positions. The additional staffing costs for the Intelligence Unit will include adding a Sergeant and four officers. The annual cost for the four new positions will be \$747,000. The Sergeant and four officers will also require undercover rental vehicles and a cellular phone for an annual cost of \$51,500. The Intelligence Unit will also require further hardware and software to include the predictive policing software and intelligence led analytics software estimated at \$31,500. Further, training costs estimated at \$10,000 will be required for the software and intelligence gathering techniques. The total annual cost for the Intelligence Unit will be \$850,000 (Appendix B).

The current positions include reassigning a crime analyst and four road patrol officers to join the Intelligence Unit. The total cost of the program will be \$4,250,000 over the next five years. Grant funding options are available and opportunities to partially cover the costs are being researched.

PUBLIC SAFETY STRATEGY TIMELINE

Now:

Approval of HBCRA Public Safety Strategy.

- HBCRA Board begins search for residents to be appointed to the QSBs.

Three Months:

- HBCRA Board appoints five residents for each QSB. Meeting locales and dates would be determined by staff.

Nine Months:

- QSBs announce their first meeting.
- Research Drone Programs in the region.
- ALPR contract is ratified.
- Begin initial plans to build out NW Quadrant Sub Station.
- Approval of Community Public Information platform: sharing /transparency parameters identified and policy development.

Year One:

- Public Safety Plan presentation to QSBs for discussion and approval. HBCRA Board reviews plan.
- Public Safety Team drafts Public Safety Plan for all four quadrants.
- Acquisition of drones and training of drone pilots.
- Construction of initial ALPR throughout the CRA.
- Build out NW Quadrant Sub Station and re assign personnel.
- Implementation of Community Public Information.
- Begin recruitment of Project Blue Light participants.
- Creation of Intelligence Unit and policy development.

Year Two:

- QSBs continue to meet with staff for updates and input.
- Implementation of Public Safety Plan in all four quadrants.
- Drone program continues to maintain drone and acquire further training for pilots.
- ALPRs are functional and maintained by Intelligence Unit.
- NW Quadrant Substation is fully functional.
- Continued application and recruitment of citizens to Community Public Information.
- Continued recruitment of CRA businesses to Project Blue Light.
- Fully functional Intelligence Unit. Including daily briefings.
- RTCC build out begins to include integration of all City cameras, CCTVs, ALPRs, RGPS, schools, Ring.com, Project Blue Light Participants and Drone Program.

Year Three:

- QSB continue to meet with staff.
- Drone program continues to maintain drone and acquire further training for pilots.
- ALPRs are functional and maintained by Intelligence Unit.
- Expansion of Community Public Information.
- Expansion of CRA businesses to Project Blue Light.
- Fully functional Intelligence Unit. Including daily briefings.
- RTCC is built and hiring begins for RTCC Specialist.
- Further expansion of CCTVs.

Year Four:

- QSB continue to meet with staff.
- Drone program continues to maintain drone and acquire further training for pilots.
- ALPRs are functional and maintained by Intelligence Unit.
- Expansion of Community Public Information.
- Expansion of CRA businesses to Project Blue Light.
- Fully functional Intelligence Unit. Including daily briefings.
- RTCC is fully operational.
- Further expansion of CCTVs.

Year Five:

- QSB continue to meet with staff.
- Drone program continues to maintain drone and acquire further training for pilots.
- ALPRs are functional and maintained by Intelligence Unit.
- Expansion of Community Public Information.
- Expansion of CRA businesses to Project Blue Light.
- Fully functional Intelligence Unit. Including daily briefings.
- RTCC is built and hiring begins for RTCC Specialist.

CONCLUSION

When developing the HBCRA Public Safety Strategy, several factors were taken into consideration. The first was to develop a strategy that was inclusive of public input as they are the primary stakeholder in the success of the overall strategy. Second, each program is designed to complement one another to ensure an overlapping and targeted strategy to combat crime. The intended goal was to harmonize public input with intelligence gathering and technological tools to better and more safely respond to criminal behavior. Further, expediting the availability of information to enhance police response to criminal events and provide transparent communication with our customers, the residents, businesses and visitors to our community.

This strategy's success will be measured through lower crime rates as opposed to the traditional measure of arrest rates. Similar strategies, although not as encompassing with other crime fighting strategies, have been implemented in other municipalities. In 2013, the Rand Cooperation conducted an academic review of Predictive Policing and Intelligence Led policing models in the multiple metropolitan Police Departments including Shreveport, Louisiana, Memphis, Tennessee, Nashville, Tennessee, Baltimore, Maryland and Minneapolis, Minnesota and many other municipalities; The study concluded that the data driven policing models had led to lower crime rates ranging from six to forty percent reductions in crime.

Although the study did offer some anecdotal stories of the application improperly applied overall the study concluded that "there is a strong body of evidence to support the theory that crime is predictable (in the statistical sense)—mainly because criminals tend to operate in their comfort zone. That is, they tend to commit the type of crimes that they have committed successfully in the past, generally close to the same time and location. Although this is not universally true, it occurs with sufficient frequency to make these methods work reasonably well." ... "The blended theory best fits "stranger offenses," such as robberies, burglaries, and thefts. It is less applicable to vice and relationship violence, both of which involve human connections that both extend beyond limited geographic boundaries and lead to decisions that do not fit into traditional "criminal rational choice" frameworks." and "There is a need to provide tailored information to law enforcement personnel at all levels on both the forecasts and the data supporting the forecasts. Examples of the latter might include recent crime locations and descriptions, major call locations and descriptions, locations of crime attractors, reports on persons of interest in an area, and recent field interview reports. Officers need this information to

respond to problems.” (Perry, McInnis, Price, Smith, Hollywood, 2013). As a result the implementation of this strategy is forecasting a five percent reduction in the annual crime rate. Appendixes D & E is a map of the locations of the 2018 Part 1 crimes and the annual crime statistics for 2018 in the HBCRA.

However, the most important grade for success will come from residents and businesses satisfaction rates and community feedback. Surveys identifying overall satisfaction with policing in the community as well as feeling safer will be the true determinates of success. There is no point professing lower crime rates if residents do not feel safe.

The HBCRA Public Safety Strategy is designed to change the policing culture in the City of Hallandale Beach by separating the department from the traditional reactionary policing strategy to a prevention and community oriented policing model. This approach aims to guide this police department through prevention initiatives, data and human intelligence led policing strategies, and the use of technology all while ensuring we never lose sight of our most valued asset, the community we serve.

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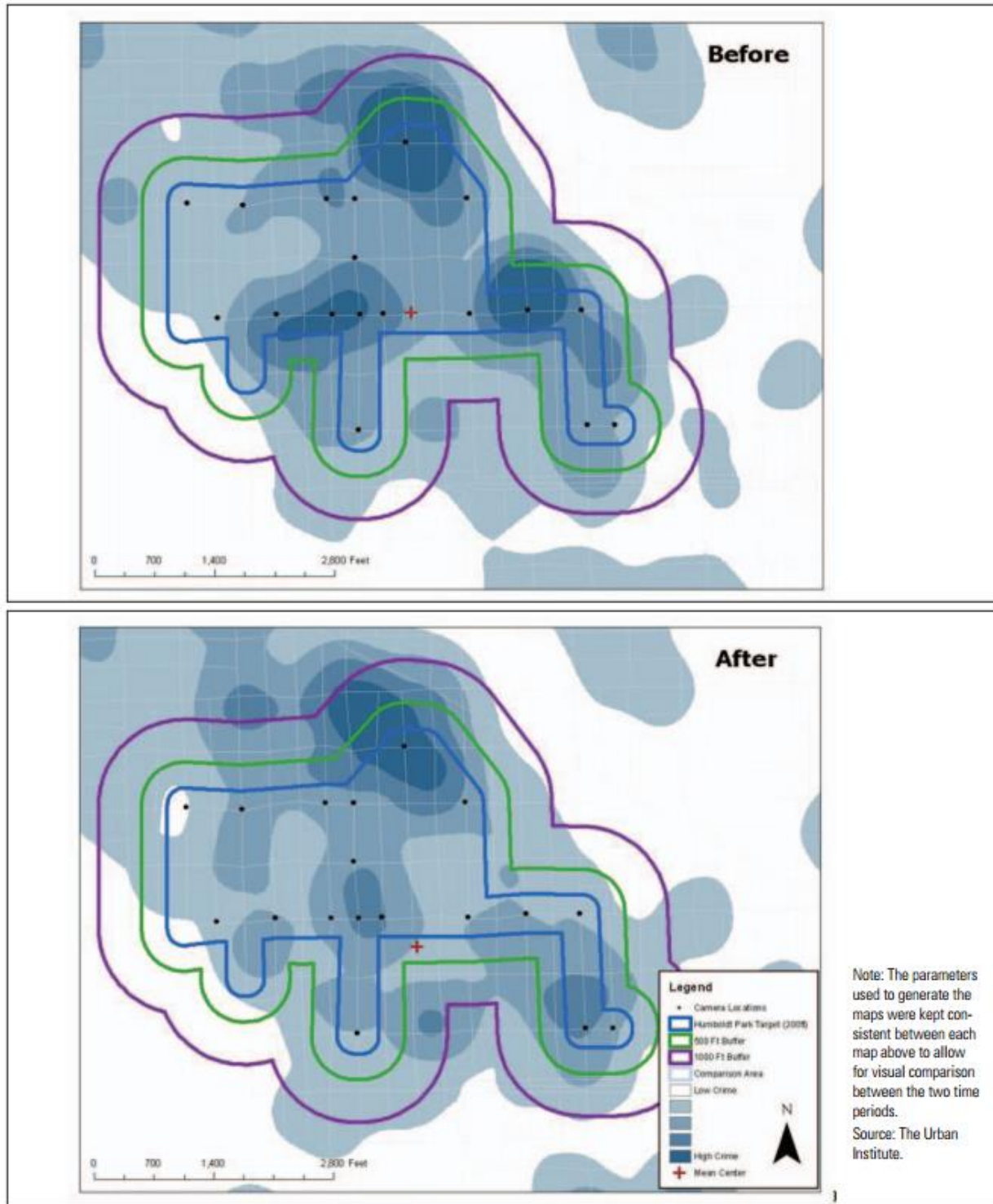
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Appendix A

Change in Density and Mean Center of Crime with CCTV deployment in conjunction with “Smart” technology deployment, Chicago



Appendix B

	CRA Policing Initiatives Costs
QSBs	\$5,000
Community Educational Courses	\$10,000
Intel Unit & Software (Exhibit A)	\$850,000
Station 7 – Police Substation	\$100,000
Drones and Training	\$25,000
ALPR & Software	\$100,000
Police Training	\$10,000
Total	\$1,100,000

Appendix C

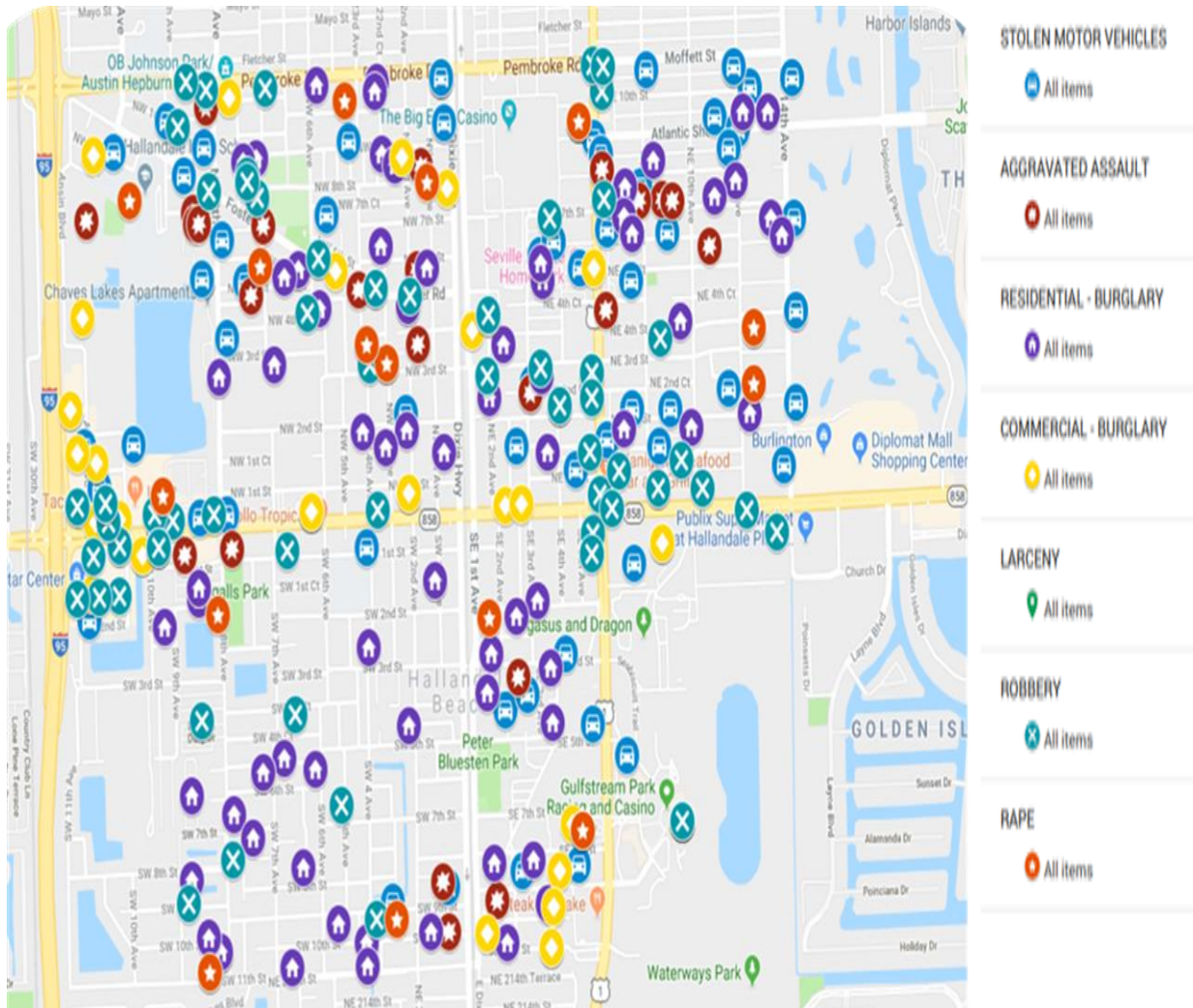
Hallandale Beach Current Camera List

	City Hall Perimeter	BF James	Foster Community Center	Foster Road Corridor	Ansin
1	CH West Parking Lot	38 Pool	69 Kiddie Park 1	105 4th Ave	146 North East
2	CH SW Parking Lot	39 Pool Entrance	70 Rear Kitchen Entrance	106 7th Ave Foster	147 North West
3	CH South Parking Lot	40 1 Ave Entrance	71 Kiddie Park 2		148 Entrance
4	CH E Parking Lot	41 Bathroom	72 Outside South Entrance	107 DPW Storage PTZ	149 South East
5	CH Commissioner's Parking	42 Playground/Call Box N	73 Inside North Entrance	108 Eastgate	150 South West
6	CH West Entrance	43 PTZ Bball/Call Box N	74 History Hall	109 Waterplant SE Gate	
	City Hall	44 2nd Ave Entrance	75 Bathroom	110 Waterplant PTZ	151 Fire Main
7	Comissions Chambers	45 SW P=Lot / Call Box S	76 Multi Purpose room	111 Fuel Gate	152 East Bay Doors
8	Permits Desk	46 SE P-Lot	77 Library	112 Public Entrance gate	153 South Parking Lot
9	CH Elevator 2nd Floor		78 Meeting Room 2	113 Warehouse PTZ	154 Bay West
10	CH 2 Floor Exit	47 Rec Center Exterior	79 Meeting Room 1	114 DPW	155 Bay East
11	IT Office	48 Walk Area	80 Gym	115 Warehouse Counter	156 West Bay Door
12	Building Dept. E. Entrance	49 Pump House		116 DPW E. garage bays	156 East Parking Area
13	Elevator	50 Snack Bar	81 Stairwell	117 Waterplant Employee parking	
14	Finance Counting Counter	51 Pool	82 Parking Meters	118 Waterplant N Parking	157 Fire Beach
15	Finance 2	52 Playground PTZ	83 Camera 3	119 Waterplant NE corner	158 Pedestrian Walk Way
16	Finance 3	53 Rec Center Auditorium	84 Call box 2	120 West Wall	158 PTZ East Driveway
		54 Rec Center Interior	85 Camera 5	121 DPW SW corner	159 Lobby
			86 Camera 6	122 SW Gate	160 West Bay Doors
			87 Call Box 3	123 SW Pole North	161 Bay West
			88 Garae Entrance		162 Lobby Entrance
			89 FD Employee Parking		163 Bay East
			90 North Driveway		

	Cultrual Center		Tennis Courts Golden Isles		Police Department		Hepburn Center		Fire 3 Isles
17	Rest Rooms	55	Tennis Court Rest Rooms	91	Booking 2	124	Center Lobby	164	Bay Entrance
18	Reception Desk	56	Tennis Courts Pro Shop Entrance	92	Prisoner Entrance	125	Restrooms	165	Bay
19	Center Service Entrance		Ingalls	93	Booking 1	126	Pantry	166	Front Door
20	Center East Driveway	57	Rec Room	94	First Floor Hallway	127	Front Door		Elementary School
21	Center-West Side	58	Park PTZ	95	Chief's Lobby	128	West Parking Lot	167	Camera 1
22	Center-Entrance	59	Playground	96	Police Lobby	129	East Parking Lot	168	Camera 2
23	Auditorium	60	East Walkway	97	Sallyport North	130	NW Parking Lot		Marina
	Johson Park	61	Parking Lot	98	Interview Rooms	131	East Entrance	169	Dock 1
24	Teen Center		Joseph Scavo Park	99	Back Door	132	Storage	170	Parking Lot 1
25	Teen Center Hallway	62	Camera 1	100	Fingerprint Desk	133	Storage Entrance	171	Dock 3
26	Driveway Entrance	63	Camera 2	101	Prisoner Hallway	134	NW	172	Dock 2
27	Gymnasium Entrance	64	Camera 3	102	Employee Entrance	135	NE	173	Parking Lot 2
28	Gym Basketball court 1	65	Camera 4	103	ISD Stairwell	136	SE	174	P-Lot Entrance
29	Gym Basketball court 2		Golden Isle Park	104	Property Room	137	SW	175	Dock 4
30	Playground 1	66	Kidde Park	105	Room 288 Property		Beach South	176	Dock 5
31	Playground 2		Sunset Park			138	Camera 1		Golden Isles Guard House
32	Field PTZ	67	Sunset PTZ			139	Camera 2	177	Pedestrian NW
33	Equipment Storage		Sunrise Park			140	Camera 3	178	License Plate Exit 2
34	Camera 7	68	Camera 1			141	Camera 4	179	Pedestrian SW
	Foster Park					142	Camera 5	180	License Plate 1
35	Playground					143	Camera 6	181	License Plate 2
36	Pavilion					144	Camera 7	182	Pedestrian NE
37	Foster PTZ					145	Camera 8	183	Pedestrian SE
								184	Driver Face
								185	License Plate Exit

Appendix D

2018 PART 1 CRIMES



APPENDIX E

2018 CRA District Burglary and Part 1 Crime Statistics

Burglaries	
Residential	83
Commercial	36
Part 1	
Homicide	0
Rape	15
Robbery	70
Aggravated Assault	35
Burglary	119
Larceny	710
Motor Vehicle Theft	96
Total Part 1	1,045

APPENDIX F

PROPOSED ALPR SITES

LOCATION	ADDRESS	TRAFFIC DIRECTION
1	I-95 and W. Hallandale Beach Blvd	East and Westbound
2	I-95 and W. Pembroke Road	Eastbound traffic
3	8 Avenue and Pembroke Road	North and Southbound
4	N Dixie Hwy and Pembroke Rd	North and Southbound
5	N. Federal Hwy and Pembroke Rd	Southbound
6	Atlantic Shores and NE 14 Avenue	South and Westbound
9	S. Federal Hwy and Countyline Rd	North and Southbound
10	S. Dixie Hwy and Countyline Rd	North and Southbound
11	200 SW 11 Street	North, South and Westbound