



Item: III.b.

Wednesday, October 25, 2017

SUBJECT: PUBLIC SAFETY THREE-YEAR PLAN

PROPOSED BOARD ACTION

Approve the FAU Police Department's plan to increase the number of officers to the Florida Board of Governors standard of 52.

BACKGROUND INFORMATION

The Florida Atlantic University Police Department (FAUPD) currently has 41 sworn positions, placing the Department 11 officers short of the required number to fulfill the staffing ratio as determined by the BOG. The FAUPD is a multi-campus operation, maintaining a law enforcement presence at all six locations. The staffing allocation is as follows:

- Boca Raton – 30 officers (including 5 administrators)
- Jupiter – 7 officers (including 1 administrator)
- HBOI – 2 officers (including 1 administrator)
- Downtown Fort Lauderdale, SeaTech & Davie – 2 officers (including 1 administrator)

Because of the current staffing level, the Department is more often responding to incidents rather than in a proactive mode as dictated by the community-oriented policing strategies. Therefore, the additional 11 officers would allow the FAUPD to be more proactive and engaged in community policing, crime prevention programs, community engagement and community partnership programs.

IMPLEMENTATION PLAN/DATE

This proposal utilizes a phased approach with full implementation to be completed in three (3) years between January 2018 and January 2020.

FISCAL IMPLICATIONS

The plan summary estimates a total cost for all three phases of \$1,111,066, which include salary and equipment.

Supporting Documentation: FAU Office of Public Safety Three-Year Plan

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**FLORIDA ATLANTIC UNIVERSITY
POLICE DEPARTMENT**

COMMITMENT | PROFESSIONALISM | INTEGRITY | RESPECT | ACCOUNTABILITY | SERVICE



Division of Administrative Affairs

Office of Public Safety

October 2017

Plan Summary:

The Florida Atlantic University Police Department (FAUPD) proposes a plan to increase the number of officers providing services to the FAU community to achieve the recommended number of 52 officers per the Florida Board of Governors (BOG) standard which utilizes a ratio of 1 officer to 600 enrolled students. This proposal utilizes a phased approach with full implementation to be completed in three (3) years.

Phase	Hires	Resulting Ratio	Cost
Current	N/A	1:756	N/A
Phase 1 – January 2018	4 Officers	1:689	\$404,024.00
Phase 2 – January 2019	4 Officers	1:633	\$404,024.00
Phase 3 – January 2020	3 Officers	1:596 (rounded to 600)	\$303,018.00

Descriptions	Positions	Salary/Costs	Totals
Sworn law enforcement	11	@\$56,990.00	\$626,890.00
Equipment	11	@\$44,016.00	\$484,176.00
			\$1,111,066.00

Recurring Need	Current FY	FY 18-19	FY 19-20
Hire 11 Officers	\$404,024	\$808,048	\$1,111,066

In addition to the personally assigned officer equipment, there is a need for emergency equipment, including:

- Police barricades to facilitate peaceful protests
- Mobile medical response kits to save lives until fire rescue arrives
- Breaching tools to engage barricaded subjects
- Riot gear
- Ballistic shields capable of stopping rifle fire
- Metal detectors to be utilized throughout the campus at highly vulnerable areas and large events

Emergency Response Equipment	Cost
Police Barricades	\$22,000.00
Medical Response Kits (3 variations)	1. 40 units - \$6,840.00
1. Mobile – officer deployed	2. 40 units - \$63,000.00
2. Backpack – vehicle	3. 10 units - \$20,497.50

3. Stationary – fixed to walls	
Breaching tools	\$5,000.00
Riot Gear	\$17,000.00
Ballistic Shields	\$8,000.00
Metal Detectors	10 units - \$36,000.00

Introduction

The roles and responsibilities of university law enforcement agencies have continued to evolve in response to the national increase in the number and severity of campus crimes. The critical need for adequate law enforcement staffing was realized during major incidents of the past two years at universities within the State University System (SUS), where police were called to respond to active shooters on campus, requiring immediate action by all available officers. There is a critical need to ensure universities have the resources necessary to maintain campuses that are safe and supportive for the university community.

In recent years, there has been an increase in students who need mental health services, driving the requirement for officers who are trained in crisis intervention. There has also been an increase in protests and civil unrest related to social and political issues. The increased presence of the FAUPD will provide a deterrent to criminal activity, and allow officers to invest and build trust within the University community.

Background:

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Because of the current staffing level, the Department is more often responding to incidents rather than in a proactive mode as dictated by the community-oriented policing strategies. Therefore, the additional 11 officers would allow the FAUPD to be more proactive and engaged in community policing, crime prevention programs, community engagement and community partnership programs.

The following chart demonstrates that calls for service, as well as the FAU community population, have steadily increased while FAUPD staffing levels have not changed to match the

demand. This also does not include the increased requests to provide security at special events and/or as other needs require.

Year	Student Population	Calls for Service
2017 (as of 10/16/17)	30,197	57,801
2016	30,509	60,960
2015	30,269	52,515
2014	30,175	52,319

This chart reflects the number of students living on the Boca campus and the steady increase of occupancy each year.

Year	Housing Population/Occupancy
FY 2017-18	4189
FY 2016-17	4124
FY 2015-16	4003
FY 2014-15	3710

The FAUPD currently provides staffing and services for all FAU functions, as well as trainings and other services, including but not limited to the following:

1. All athletic events
 - a. All football away games – officer travels with the team
 - b. All football home games
 - c. All basketball home games
 - d. All baseball home games
 - e. All volleyball home games
 - f. All soccer home games
2. Pre-K - 12 University School System
 - a. School Resource Officer assigned to the school system
 - b. Events
 - Graduations
 - Field trips
 - Dances
 - Winter formal
 - Boomers trip
 - Halloween Howl

3. Patrol of the Research Park
4. Patrol of Palm Beach State College
5. Commencement Ceremonies
6. All large-scale events – FAU had more than 787 planned events over a 2-year period. These large-scale events become “soft targets” due to the large area to cover and high number of participants. The Federal Bureau of Investigations (FBI) defines a "soft target" as "a person or thing that is relatively unprotected or vulnerable, especially to military or terrorist attack." Soft targets are contrasted with hard targets, which typically restrict access to the public and are well-protected.
 - a. Concerts
 - b. Student organized events – speakers, Greek life, social events, etc.
 - c. Student Union events
 - d. External events, including those controversial in nature
 - e. Dignitary visits, including security details for staff and visitors
 - f. Oversight of the Night Owls Program
 - g. Community Service Officer Program – Police Dept. & Housing serve as desk assistants
7. Partnerships with External Organizations
 - a. FBI Joint Terrorism Task Force (JTTF)
 - b. Palm Beach County Task Force, addressing burglaries and auto-theft
 - c. Drug Interdiction Unit
 - d. Regional Intelligence multi-agency meetings
 - e. Palm Beach County Chiefs
 - f. Palm Beach Fusion Center
 - g. Counter Surveillance Measures
 - h. Threat Assessment Team
 - i. Sexual Assault Response Team – Palm Beach County
 - j. Florida Police Chief’s Association – SUS Chief’s Committee
 - k. Drug Enforcement Agency – combating the opiate crisis
 - l. Mutual Aid Agreements
 - o Palm Beach County Chiefs
 - o State University System Chiefs
 - o Florida Department of Law Enforcement
8. Safety Education Programs On-Campus (*statistics for the past two years*)
 - a. Rape Aggression Defense (RAD) – requires a minimum of 3 instructors
 - o 40 classes taught with over 450 participants
 - o Had to turn away participants due to lack of instructors
 - b. Crime Prevention through Environmental Design Surveys (CPTED)
 - o 14 assessments completed; 10 buildings remain
 - c. Crime Prevention Programs On-Campus
 - o 65 Active Shooter Trainings for staff & students

- 46 Crime Prevention classes
 - 4 Active Shooter simulated drills
 - Shelter in Place – nearly 2,000 participants
 - Owls Night Out with Five-O – FAUPD community event
 - It's On Us – awareness campaign to stop sexual assaults focused on bystander intervention
 - Walk in Her Shoes – sexual assault awareness
 - Denim Day – sexual assault awareness
 - Domestic Violence Month
 - Human Trafficking Awareness Month
 - Coffee with the Chief/Cops
 - Safety Walk w/Student Government
 - Let's Talk About It – partnership with Student Government President to discuss campus climate and potential issues
 - OWLS with COPS – Housing initiative where cops adopt residential halls
 - Student of Concern and Awareness Committee
 - Healthy Campus 2020
 - School of Criminology and Criminal Justice Summer Youth Programs
- d. Workplace Violence Training
- e. Threat Assessment Team
- f. Police Communications Center
- Secondary Public Safety Answering Point (PSAP) – receiving 911 calls from the FAU community (60,960 calls in 2016)
 - Monitoring of the FAU safety app, Owl Guardian (1067 users)
 - Monitoring of FAU fire alarms; intrusion alarms; panic alarms
 - Monitoring and dispatching police officers
 - Dispatching medical calls
 - Monitoring and dispatching parking and transportation

Community Policing

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territory, and tribal law enforcement agencies through information and grant resources. Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues. Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders regarding their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.

Staffing police departments is a continuous challenge and one that has become more complex in recent years. Immediately prior to the onset of the 2008 recession, police agencies had difficulty recruiting officers and responded by implementing a number of creative recruitment incentives. Shortly thereafter, the depressed economy caused police agencies to implement hiring freezes, furloughs, lay-offs, salary and benefit cut-backs, and retirement incentives. Such difficulties spurred 7,272 applications to the COPS Hiring Program requesting \$8.3 billion to support more than 39,000 sworn-officer positions (*COPS 2009*). Altogether, both the supply of and demand for qualified officers are changing in a time of increasing attrition, expanding law-enforcement responsibilities and decreasing resources (*Wilson, Dalton, Scheer, and Grammich 2011*). While agencies give much attention to recruitment and retention, they often overlook a more fundamental question: How many police officers does a particular agency need? Answering this question is essential to any discussion about managing workforce levels, regardless of whether there is a shortage of qualified officers or an inability to support previous staffing levels. The critical question is, what number of officers would help an agency most cost-effectively meet the demands placed on it?

Universities are directly responsible for providing a safe educational, working, and living environment for students, faculty, staff, and visitors. SUS leaders have identified a number of current campus security challenges and focused on two issues: (1) law enforcement staffing needs in an expanding SUS, and (2) the increasing need for well-trained, professional counseling services to address the mental and behavioral health of university students.

University police officers, as first responders, bear the responsibility for the investigation of all campus-related criminal activities, and the larger campus police departments also must provide security for large sporting venues, hospitals, high-rise buildings, research facilities, and regional campuses and instructional sites which may be miles away from the main campus. Campus police have had to provide more security coverage and services with fewer resources.

The International Association of Chiefs of Police (IACP) has long utilized a national average for community-oriented policing of 2:1,000 population. Utilizing a police officer to student enrollment ratio, FAU is currently at 2:1,550 based on the IACP standards. In consideration of the IACP criteria and policies, the SUS Chiefs of Police report an ongoing challenge of obtaining funding that is adequate to maintain professional standard levels of operation and to purchase needed equipment, supplies, training programs, and technology.

The Board of Governors (BOG) standard is based on a simple calculation of six hundred (600) enrolled students to one (1) officer; which is the standard primarily used in this document. With the BOG standard, FAU is currently at 1:732.

Strategic Priorities:

Studies conducted by the University of Princeton show a correlation between an increased police presence and crime reduction. The studies indicated that police departments that

invested in hiring law enforcement officers to match their populations were more likely to have fewer crimes.

The FAUPD has established strategic priorities to maintain a safe and stable University community:

- Continue efforts to support and enhance University programming, to include working with existing University groups and organizations
- Expand housing initiatives that encourage and foster a safe environment for all
- Expand the Community Oriented Policing Program (campus-wide, as well as at partner campuses)

Improve operational support systems to enhance productivity:

- Develop strategies to ensure sustainability of operations
- Increase diversity of staff communication with key stakeholders

Partner with federal, local, regional and state entities to expand cooperative opportunities:

- Develop and implement mutually beneficial initiatives with surrounding agencies to include The Federal Bureau of Investigations, Boca Raton Police Department, Jupiter Police Department, St. Lucie County Sheriff's Office, Davie Police Department, Broward County Sheriff's Office, and others
- Explore revenue-enhancing and cost-saving opportunities with other constituents

Expand housing opportunities:

- Develop initiatives and provide incentives for development of housing on the 20th Street corridor, as well as on-campus housing. This will be a collaborative approach with FAU's Housing, as well as working with surrounding agencies to implement procedures for the projects off campus
- Analyze demand for student housing, identify areas of growth and select specific areas for continued development

Public spaces and community infrastructure:

- Implement a Neighborhood Sustainability Report and then conduct a comparative analysis report to be prepared by the crime prevention unit to improve the safety concerns of identified areas.

Current Events:

With increased radicalization occurring across the country for international and domestic terrorism, there is a need to be extra vigilant with training and staffing of events, especially on University campuses. U.S. government agencies agreed upon a definition for an Active Shooter as "an individual actively engaged in killing or attempting to kill people in a *confined and*

populated area." Implicit in this definition is the subject's criminal actions involve the use of firearms.

A study conducted by the FBI of active shooter incidents identified the following:

- 160 active shooter incidents in the United States between 2000 and 2013
- Of the 160 incidents, 11.4 occurred annually with an increasing trend during that period
 - 6.4 incidents occurred in the first seven years and an average of 16.4 occurred the last seven years
- 70% of the incidents occurred in a commerce/business or educational environment
- As a result of the initial 160 incidents:
 - 1043 casualties (486 killed and 557 wounded)
- Since then, 20 incidents have occurred per year for the last 3 years (2014, 2015, 2016)
- FBI studies have shown that a quick law enforcement response triggered the subjects to end the violence by taking their own lives

Previous incidents with the highest casualty counts are shown below:

- Virginia Polytechnic Institute and State University in Blacksburg, Virginia:
 - 49 people (32 killed, 17 wounded), April 16, 2007
- Ft. Hood Soldier Readiness Processing Center in Ft. Hood, Texas:
 - 45 people (13 killed, 32 wounded), November 5, 2009
- Cinemark Century 16 Theater in Aurora, Colorado:
 - 70 people (12 killed, 58 wounded), July 20, 2012
- Sandy Hook Elementary School and a residence in Newtown, Connecticut:
 - 29 people (27 killed, 2 wounded), December 14, 2012

Two of these incidents occurred in an educational environment. More recently, there have been four major incidents:

August 2017 – Charlottesville, Virginia

- A protest in opposition to taking down a statue started on the campus of the University of Virginia and flowed into the city
 - 32-year-old woman killed due to a vehicle driving into the crowd
 - 19 others injured in the car crash; no barricades to protect the protestors
 - 34 total injuries at the protest

September 2017 – Atlanta, Georgia

- Georgia Tech student shot by campus police at the downtown Atlanta campus
 - 911 call of a student with a knife and a gun

October 2017 – Las Vegas, Nevada

- Active shooter took aim at concert goers from a high-rise hotel
 - Over 40+ fully automatic weapons found at hotel and in home
 - 58 killed
 - 400+ injured
 - No motive

October 2017 – Lubbock, Texas

- Texas Tech University police officer shot and killed by student
 - Campus police called to the residential halls to conduct a welfare check on a student
 - Found drugs and drug paraphernalia
 - Transported to the police department, where he pulled out a gun and shot the officer.

Conclusion:

As outlined in the summary, the approval of this plan for the noted sworn law enforcement positions will bring FAUPD in-line with the standards outlined by the Florida BOG. In addition, there is a need for emergency equipment to help the FAUPD protect the university community and the visitors FAU hosts every day. Through effective and impactful community policing, the FAUPD will reduce crimes against persons and property, decrease response times, increase outreach, and facilitate more crime prevention and safety programs. Ultimately, FAU students, faculty and staff will all have a greater sense of safety and can remain focused on the academic mission of Florida Atlantic University.