

SPECIAL INVESTIGATIVE UNIT



SPECIAL INVESTIGATIVE UNIT

SCHOOL BOARD WORKSHOP

JANUARY 23, 2018



Overview of Discussion

1. Update on various departmental operations, specifically those concerns or issues identified in an audit.
2. Information regarding personnel investigations and the recommended changes to Policy 4.9 Employee Disciplinary Guidelines



SPECIAL INVESTIGATIVE UNIT

Departmental Operations



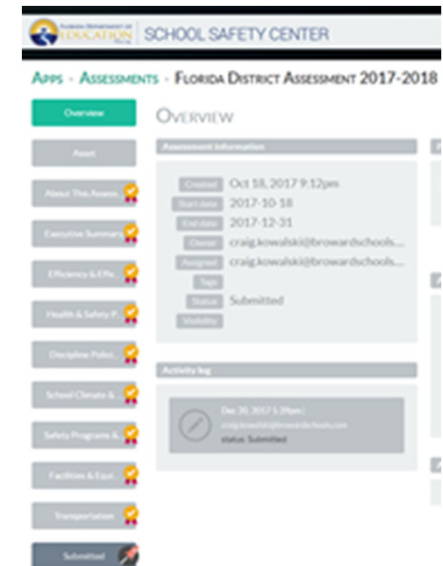
Florida Safe Schools Assessment Tool

Completed Assessments

- ✓ 2015 FSSAT – Approved on October 18, 2016
- ✓ 2016–2017 FSSAT – Approved on December 20, 2016
- ✓ 2017–2018 FSSAT – Approved on December 19, 2017

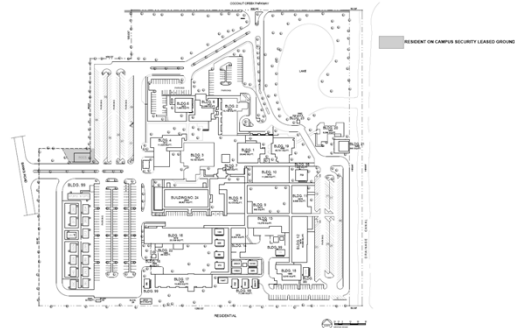


FSSAT is utilized to identify issues for a collaborative approach.



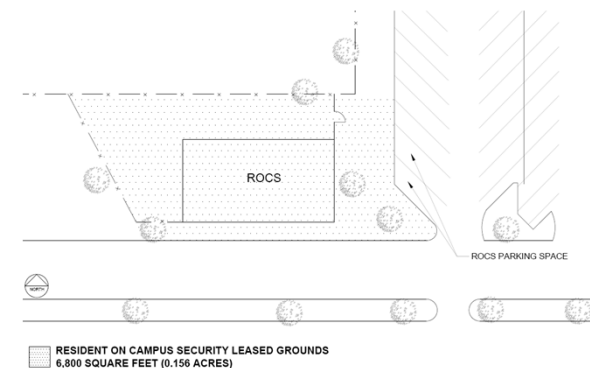
Resident on Campus Security Program

- 29 ROCS agree to provide security and other services for rent free residences on campuses
- In a team effort with real estate, general counsel and SIU, new leases were implemented in 2017
- ROCS Audit (2015)
 - Observation 1: Annual statistical information now compiled and maintained for the program
 - Observation 2: Active lease agreements in place for ROCS
 - Observation 3: District personnel now overseeing compliance with terms in the agreements



Resident on Campus Security Program

- Monthly metrics gathered and analyzed
- Available data from March to November 2017
 - 108 intrusion alarm responses
 - 33 fire alarm responses
 - 104 trespass responses
 - 109 suspicious vehicle/person responses
 - 77 SRO/police assisted
 - 5 burglary responses
 - 3,935 gates secured



School Resource Officer Program

SECTION 1: FINDINGS

- SRO Audit (2016)
 - Audit Findings
 - Actions Taken

Finding #1 – Multiple Years of Mismanagement of SRO Agreements and the Operating Budget Assigned to the Broward District Schools Police Department (BDSPD) for SRO Services Required \$2.7 Million in Additional Funding from the District’s General Fund 4-7

Finding #2 - The BDSPD Did Not Adequately Monitor SRO Agreements and Failed to Pay Invoices in a Timely Manner 8-9

Finding #3 - The BDSPD Did Not Comply with SRO Agreements and Did Not Properly Manage Budgeted Funds to Operate the SRO Program 10-13

- Transitioned the payment schedule to align with school year
- Ensuring adherence to the SRO contracts terms and conditions
- Prior year invoicing has been reconciled and payments made
- 17/18 school year is current
- Purchase orders were generated after Board approval
- 18/19 SRO contracts developed and shared for review



School Resource Officer Program

- **Current Status**

School Year	SROs	Cost Per SRO	Total Cost
16/17	160	\$46,252	\$7,400,320
17/18	166	\$46,252	\$7,677,832

- **Future Considerations**

- Placement of SROs at every school location

SROs	Cost Per SRO	Total Cost	Difference
234	\$46,252	\$10,822,968	\$3,147,136

- Request by Broward Chiefs of Police for SRO payment increase



Payroll Audit - January 2017

INTERNAL AUDIT REPORT

Audit of the Payroll & Timekeeping Operations
for the Special Investigative Unit (SIU)
for the Period from June 22, 2015 through August 14, 2016

January 2017



1: The Special Investigative Unit (SIU) Did Not Consistently Comply With Payroll and Time Entry Procedures to Ensure Compliance with School Board Policies and Business Practice Bulletins, Resulting in Multiple Unrecorded Absences



#2: The SIU Management Did Not Consistently Print, Review, Approve or Sign Time Management (ZTIM), Earnings and Overtime Reports in a Timely Manner, as Required by Business Practice Bulletin PR-100 – Payroll and Time Entry



#3: The SIU Supporting Documentation (Vacation/Leave Request Forms, Overtime/Compensatory Authorization Forms, Timesheets, SIU Microsoft Word Calendars) Often Did Not Reconcile with Payroll Data Entered into the SAP Payroll System



#4: Several SIU Console Viewers Were Overpaid for Holiday Pay Not Included in the Federation of Public Employees (FOPE) 261 Day Calendar Agreement



#5 : Several SIU Console Viewers Were Overpaid by Submitting Overtime/Compensatory Authorization Forms for Work Not Performed on Holidays



#6: A Review of SIU Detectives' Schedule of Open Investigations and Payroll Records for the 2015-16 School Year Identified Non-Compliance with School Board Policy 4.9 and Internal Control Weaknesses and Inefficiencies with Overtime Straight and Overtime Premium Hours Paid



Security and Safety Drills

- Supported 205 SAFE Team training meetings in 16/17 school year
- Supported 202 faculty training meetings in 16/17 school year
- Supported 206 school drills in 16/17 school year
- Cross-trained all detectives to build capacity for the delivery of safety drills and plan development
- Enhanced the training lesson plan for the 17/18 school year and retrained SIU instructional staff
- Safety plans updated annually at each school location with SIU support
- Table top exercises and drills conducted to evaluate and improve safety plans
- SIU engaged departments for safety planning and preparedness
- SIU will continue to support all school exercises and drills in the 17/18 school year

Emergency Codes

	Code Red - Threat/Incident to the facility - Lockdown
	Code Yellow - Threat/Activate SAFE Team - Lockdown
	Code Blue - Medical Emergency Activate SAFE Team
	Code Black - Bomb Threat
	Code Orange - Evacuate
	Code Green - All Clear
	Code Brown - Threat/Incident w/in the facility - Shelter-in-Place



Active Shooter Training

- Completing Active Killer Program awareness training for elementary schools in 17/18 school year
 - Enhanced awareness training in conjunction with annual Code Red training
 - Over 190 county law enforcement officer instructors
 - All SIU detectives are instructors and liaisons
- Working group developing lesson plan for future AK/code red training considerations



- Developed an active shooter awareness video for all district personnel to enhance their planning and preparedness
- <http://brainshark.com/browardschools/shooter>
- Collaborating with Risk Management and Chief Fire Official for other emergency preparedness projects, training and general awareness



Security Clearance

- Fingerprint and Record Reviews

School Year	New Applicant Record Reviews	5 Year Resubmission Reviews	Identification Badges Printed	Arrests Monitored
16/17	14,438	8,542	17,365	407
17/18*	8,585	3,778	10,615	215

- Online Volunteer Application Reviews

School Year	Applications	Approved	Pending	Ineligible
16/17	38,460	38,185	10	265
17/18**	39,695	39,342	210	143

* As of 12/31/17

** As of 12/15/17



Console Viewers

- Monitor BCPS intrusion alarm systems 24/7/365
- 24 hour monitoring of district text and telephone tip lines
- Receive alarm and camera repair requests for REMEDY entry for Information and Technology
- Provide after-hour telephone support service to numerous departments
- Enhanced tracking and notification of alarms to principals to reduce false alarms and fees from municipalities
- 16/17 - 693 alarm dispatches



Procedures and Training

- Re-established the SIU General Order (Standard Operating Procedures) Manual

- Mission Statement
- Administrative Procedures
- Enforcement Procedures
- Professional Standard Committee
- Console Viewers
- Security Clearance
- Emergency Procedures

28 New General Orders in 2017



- Developed general orders for SIU divisions that did not have delineated duties in writing
- Identified primary assignments for detectives with cross-training to address all responsibilities
- Focused on new training opportunities for personal and professional growth in 2017
 - Autism and the Law Enforcement Response
 - Facebook For Law Enforcement
 - Social Media and Open Source Intelligence
 - Domestic Violence -Train-the-Trainer
 - Active Killer (Shooter) - Train-the-Trainer



Other Achievements in 2017

- Reorganized staffing to improve SIU operations to include the addition of a new *bookkeeper*, *SIU office manager* and *micro-computer tech* – these important changes also reduced the overall SIU personnel budget
- Procured new protective body armor for all detectives
- Audited and updated the SIU file and evidence rooms disposing items and record not required under retention guidelines
- Completed project to scan copies of older paper documents for future reference



SPECIAL INVESTIGATIVE UNIT

Investigations and Policy 4.9



Trend Comparison

Data Points	School Year 2013 - 2014	School Year 2016-2017
Total Requests for Investigation	203	219
Requests Authorized for Investigation	123	86
% of Requests Authorized	61%	39%
Avg. Investigation Duration	66.01 days	51.25 days
# of Investigations > 60 Days	57	19
% of Investigations > 60 Days	46%	22%
# of Cases Probable Cause	56	22
% of Cases Probable Cause	46%	26%



Current Case Snapshot

STATUS	16/17	%	17/18	%
PIR Duplicate - Submitted in Error	8	3.5%	18	19.6%
PIR Not Authorized	132	58.1%	42	45.7%
Cases Under Investigation	0	0.0%	16	17.4%
Investigations Completed - 20 Day Notice	0	0.0%	4	4.3%
Cases Pending PSC Meeting	1	0.4%	0	0.0%
Cases Pending Pre-D Meeting	2	0.9%	2	2.2%
Cases Pending Legal Review/Board Review	8	3.5%	0	0.0%
Cases Closed	76	33.5%	10	10.9%
Total Cases	227	100.0%	92	100.0%



Internal Operations

- Personnel Investigation Requests (PIR) Enhancements
 - Implemented an automated process with FileMaker for Personnel Investigation Requests in early 2017
 - Procured and installed a very robust software program utilized by hundreds of law enforcement agencies for case management for PIR – expected implementation in early 2018
- Florida Department of Education (FL DOE)
 - Improved notifications, reporting and information sharing
 - Part of an FL DOE pilot program for an electronic portal to share information
- Recommending a new supervisory position for detectives and structure to enhance the oversight, quality and timeliness of administrative and criminal investigations.



IAPRO

- Case Management

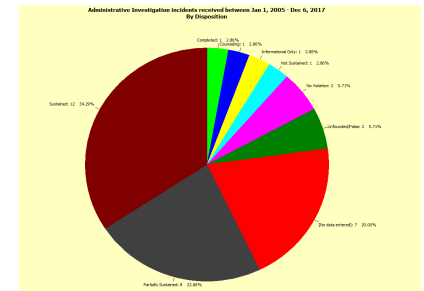
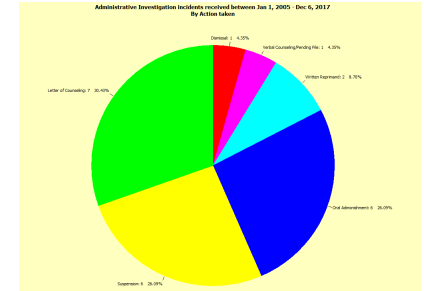
- Links files of any type (documents, videos, images and other)
- Automated correspondence, notices and forms
- Documentation from originating complaint to board action
- Time management tool – tracking deadlines
- Ensures consistency of data captured

- Statistical Analysis

- Dashboard
- Charts
- Reports
- Repeat violations and accusations



- Early warning for identification and intervention of behavioral issues
- Streamlines flow of information throughout the school district
- Way Forward – Expansion within BCPS for case management



Collaborative Process to Recommend Revisions to Policy 4.9

- Meetings held with interested parties to update and improve Policy 4.9
- Issues and concerns identified and discussed by all parties
- Obtained agreement on many issues and improvements for the way forward
- Draft policy document developed for review at workshop



Policy 4.9

- **Primary Changes**

- Clarification that employees should not be disciplined for work performance matters that are covered in their evaluations – only issues outside of evaluation that rise to serious misconduct or criminal
- A terminology clarification from probable cause to just cause for administrative cases
- Identify matters excluded from Policy 4.9 such as fact-finding handled at the site and SBBC Policies 2400, 2405, 4002, 4100 and 4101
- Clarification of definitions, case milestones and when an investigation is completed
- Transition from working days to calendar days for requirements
- Document current practice that SIU Chief can close an unfounded case
- Clarification that subject matter experts may be consulted during case
- Post PSC review process to ensure consistency of disciplinary recommendations



SPECIAL INVESTIGATIVE UNIT

Questions?

