

Law Enforcement Occupational Research Report

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Special Note: Anything in blue indicates a hyperlink which contains a link to the source of the cited information.

Overview



- The International Union of Police Associations (I.U.P.A.) Local 6020 conducted research into recruitment and retention data at the Broward County Sheriff's Office (BSO) as well as the Palm Beach County Sheriff's Office (PBSO), a competing Sheriff's Office to BSO who is also comparable in size.
- The I.U.P.A. Local 6020 conducted research into publications which discuss recruitment, retention, as well as salary inversion and salary compression.
- The I.U.P.A. Local 6020 conducted research into wages and benefits statewide.
- The I.U.P.A. Local 6020 conducted research into the importance of training and frequency which some training is held.
- The I.U.P.A. Local 6020 conducted research into Internal Affairs statistics and traffic crash statistics involving law enforcement deputies at BSO.
- The I.U.P.A. Local 6020 conducted research into Selection and Assessment staffing levels at BSO.
- The I.U.P.A. Local 6020 conducted research into local and national inflation statistics.
- The I.U.P.A. Local 6020 conducted research into crime statistics statewide.

Purpose



- Identify if there is area to improve in terms of retaining and recruiting employees at BSO.
- Identify if there is area for BSO to improve in terms of Internal Affairs and traffic crash statistic trends.
- Identify if there is a need to provide additional training to BSO employees.
- Identify where BSO stands in terms of a competitive salary statewide and with PBSO, a local sheriff's office who BSO competes with for qualified applicants.
- Identify if Selection and Assessment staffing at BSO is adequately staffed to meet BSO's hiring needs.
- Identify ways to improve BSO and public safety in Broward County.
- Provide suggestions which suggest ways to correct any issues identified, improve BSO's agency operations, improve public safety, and promote financial, physical, and emotional wellness.

Statement on Recruitment and Retention



- It is paramount to recruit the best applicants for DLE Deputy Sheriff in order to provide the best service to the community.
- Not recruiting the best applicants can result in underqualified people being hired which can result in poor policing services being provided. In some cases poor decisions are made which garner the attention of the media and the general public which can place BSO in a negative light and can damage BSO's reputation. BSO being cast in a negative light may create the appearance of a law enforcement agency which applicants could be deterred from applying to.
- BSO is building a state of the art training facility in order to provide the best training. It is paramount to provide the best training to DLE Deputy Sheriffs at BSO so that they may effectively build upon their existing knowledge, gain experience over time, and become more skilled the longer they work for BSO.
- It is paramount to retain well-trained and experienced DLE Deputy Sheriffs. Every time a DLE Deputy Sheriff retires or resigns from the position BSO will have to start from ground zero training a new Deputy Sheriff who starts fresh in terms of experience.
- Over time DLE Deputy Sheriffs patrolling BSO districts learn crime trends in their assigned zones and are able to better address and target crime leading to a safer community and a community that is satisfied with the quality of policing services received.
- Over time DLE Deputy Sheriffs from patrolling their zone also get to build strong relationships with members of their assigned zones which allow BSO as an agency to build a strong community policing bond with the community which is important to BSO's overall success.

Broward Sheriff's Office Goals



- BSO strives to be the gold standard for law enforcement services provided to the community.
- The quality of service provided by law enforcement is tied to hiring the most qualified applicants as well both training and experience which grow when these highly qualified law enforcement officers are retained.
- Being the best is correlated to being the best at recruitment and retention as well as providing the best training and equipment to DLE Deputy Sheriffs.

Public Records Statistics



PBSO Employed Law Enforcement Officers by Rank



- Total Sworn Fulltime Personnel: **1673**
- Total Deputies: **1352**
- Total Sergeants: **214**
- Total Lieutenants: **55**
- Total Captains: **38**
- Total Majors: **10**
- Total Colonels: **2**
- Total Chief Deputy: **1**
- Total Sheriff: **1**

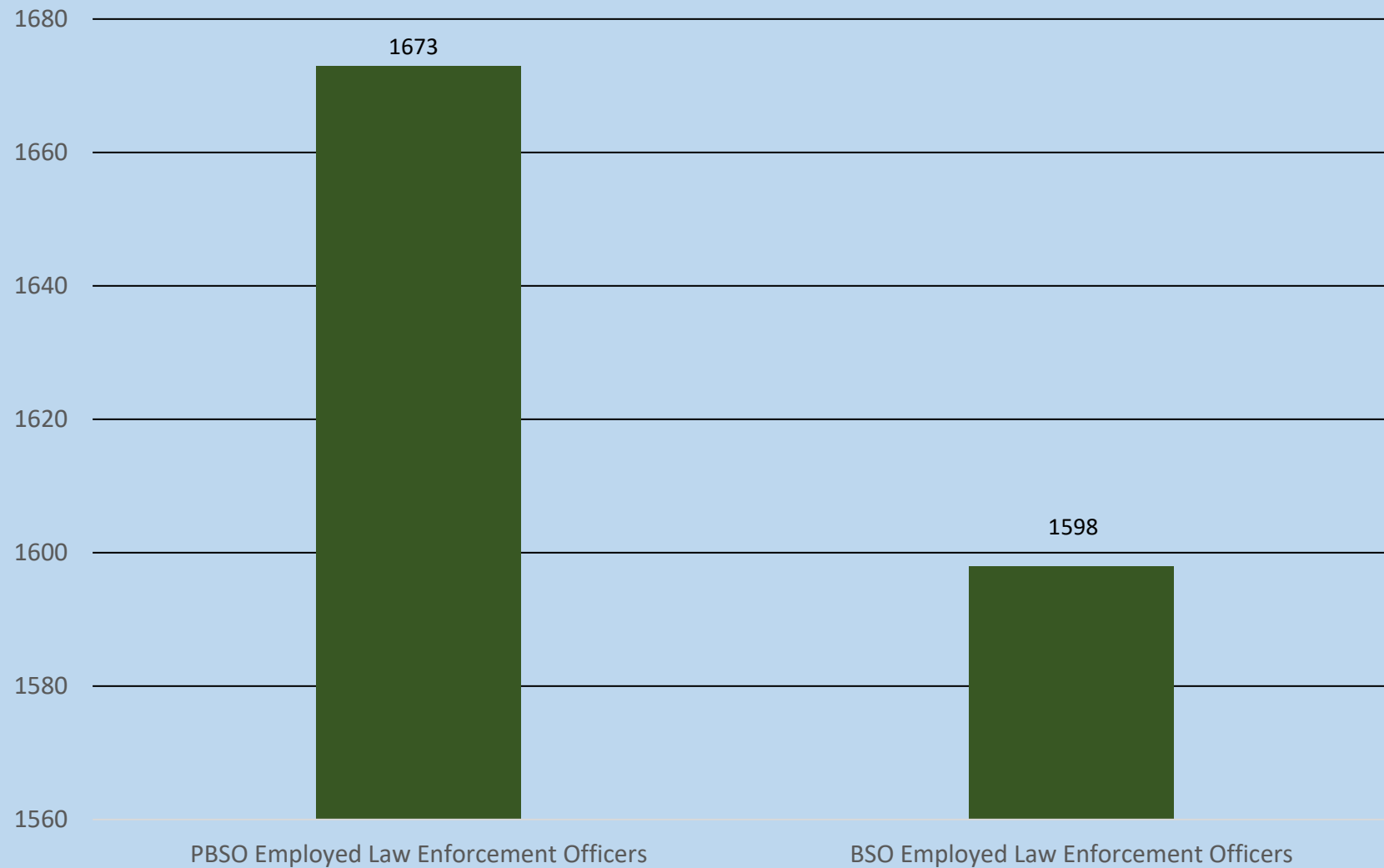
*[Click for PBSO records response](#)

BSO Employed Law Enforcement Officers by Rank



- Total Sworn Fulltime Personnel: **1598**
 - Total Deputies: **1277**
 - Total Sergeants: **213**
 - Total Lieutenants: **54**
 - Total Captains: **34**
 - Total Majors: **13**
 - Total Lieutenant Colonels: **1**
 - Total Colonels: **6**
 - Total Sheriff: **1**
- * [Click for BSO records response](#) (subtract 24 Deputy Sheriff Reserve DLE)

Employed Law Enforcement Officers Comparison Chart



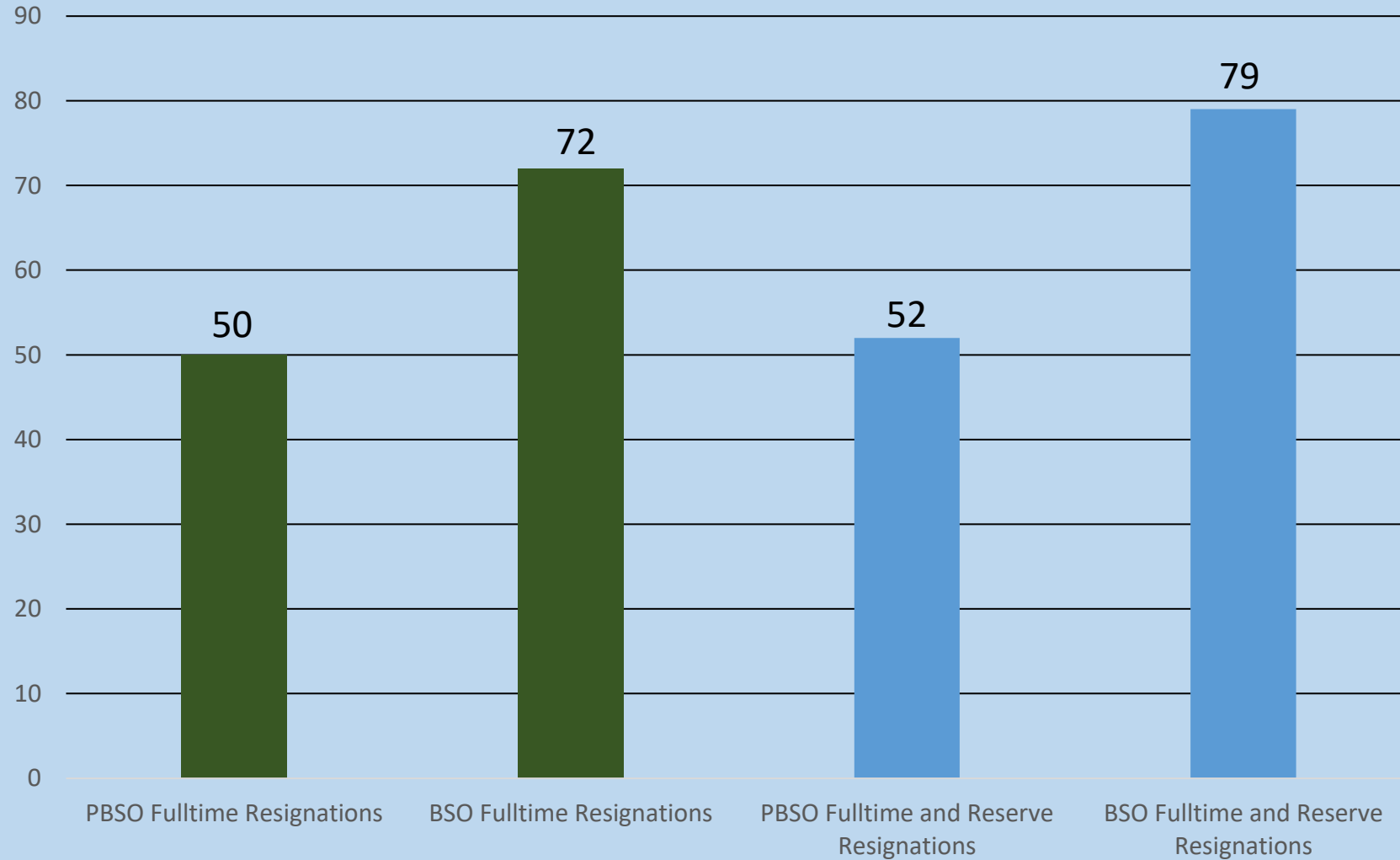
Resignation in Good Standing Results (Not Retirement)



- **50 full time and 2 reserve** deputies and sergeants at PBSO from September 2017 until approximately September 2022 resigned in good standing at PBSO for a total of **52**. [Click for PBSO record](#)
- **72 full time and 7 reserve** deputies and sergeants at BSO from September 2017 until approximately October 2022 resigned in good standing at BSO for a total of **79**. [Click for BSO record for fulltime resignations](#)
- Percentage wise, BSO had approximately **44%** more full time deputies and sergeants resigning than PBSO.
- Percentage wise, BSO had approximately **52%** more full time and reserve deputies and sergeants resigning than PBSO.

Resignation Results

Resignations in Good Standing Comparison Chart



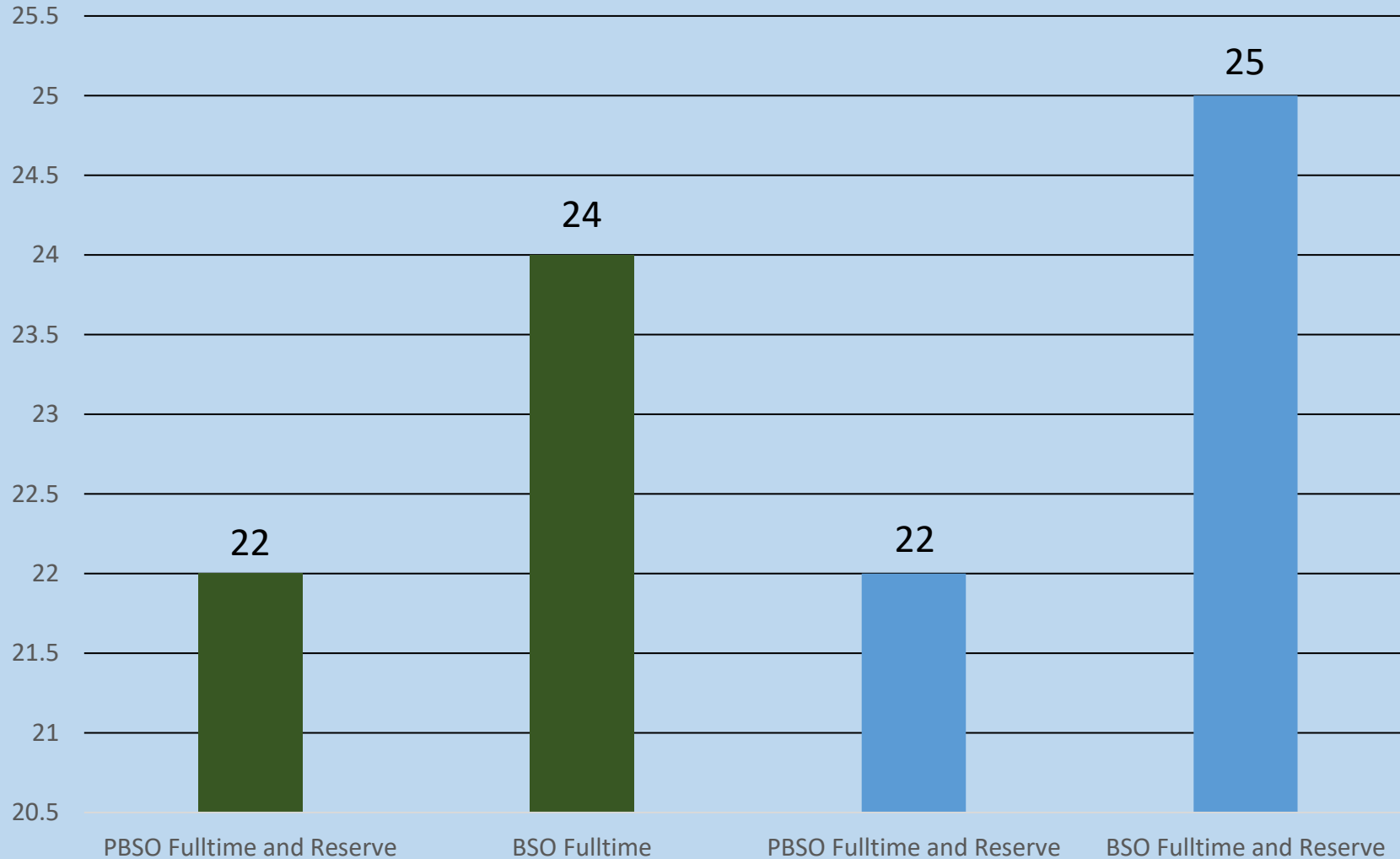
Resignation Not in Good Standing, Terminations, and Fit for Duty Statistics



- **22 fulltime and reserve** deputies and sergeants at PBSO from September 2017 until approximately October 2022 were terminated or resigned not in good standing at PBSO for a total of **22** separations. [Click for PBSO record](#)
- **24 fulltime and 1 reserve** deputies and sergeants at BSO from September 2017 until approximately October 2022 resigned not in good standing and in lieu of termination or were terminated at BSO for a total of **25** separations. **Contact I.U.P.A. Local 6020 for the record from BSO.**

Resignation Not in Good Standing, Terminations, and Fit for Duty Statistics

Resignation Comparison Chart



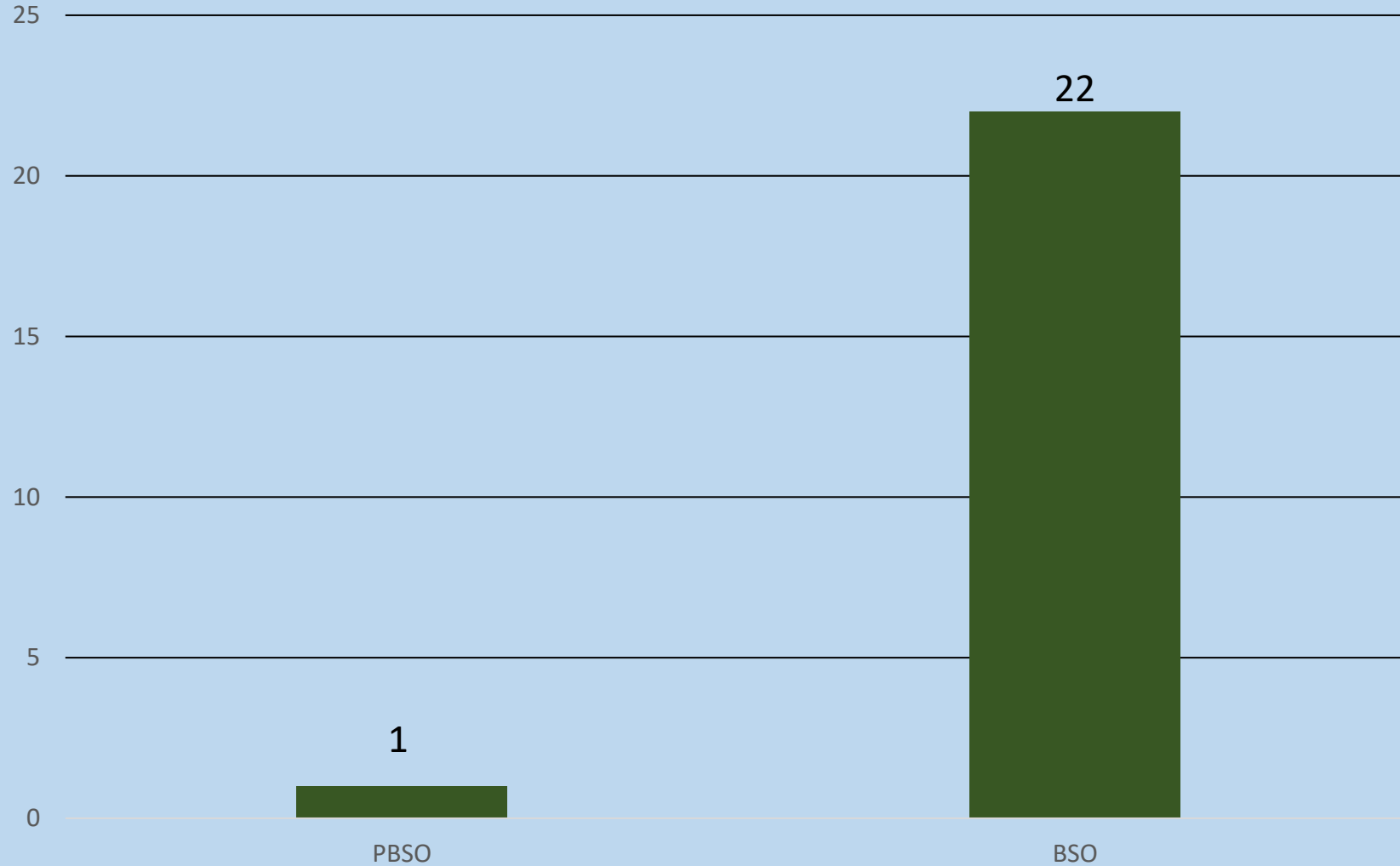
Deputies Hired and Separated on Probation



- **1** Department of Law Enforcement Deputy Sheriff at PBSO from September 2017 until approximately October 2022 was separated for not meeting probationary standards.
• [Click for PBSO record](#)
- **22** Department of Law Enforcement Deputy Sheriffs at BSO from September 2017 until approximately October 2022 were separated for not meeting probationary standards.
• [Click for BSO record](#)

Deputies Separated for Failing to Meet Probationary Standards

Comparison Chart



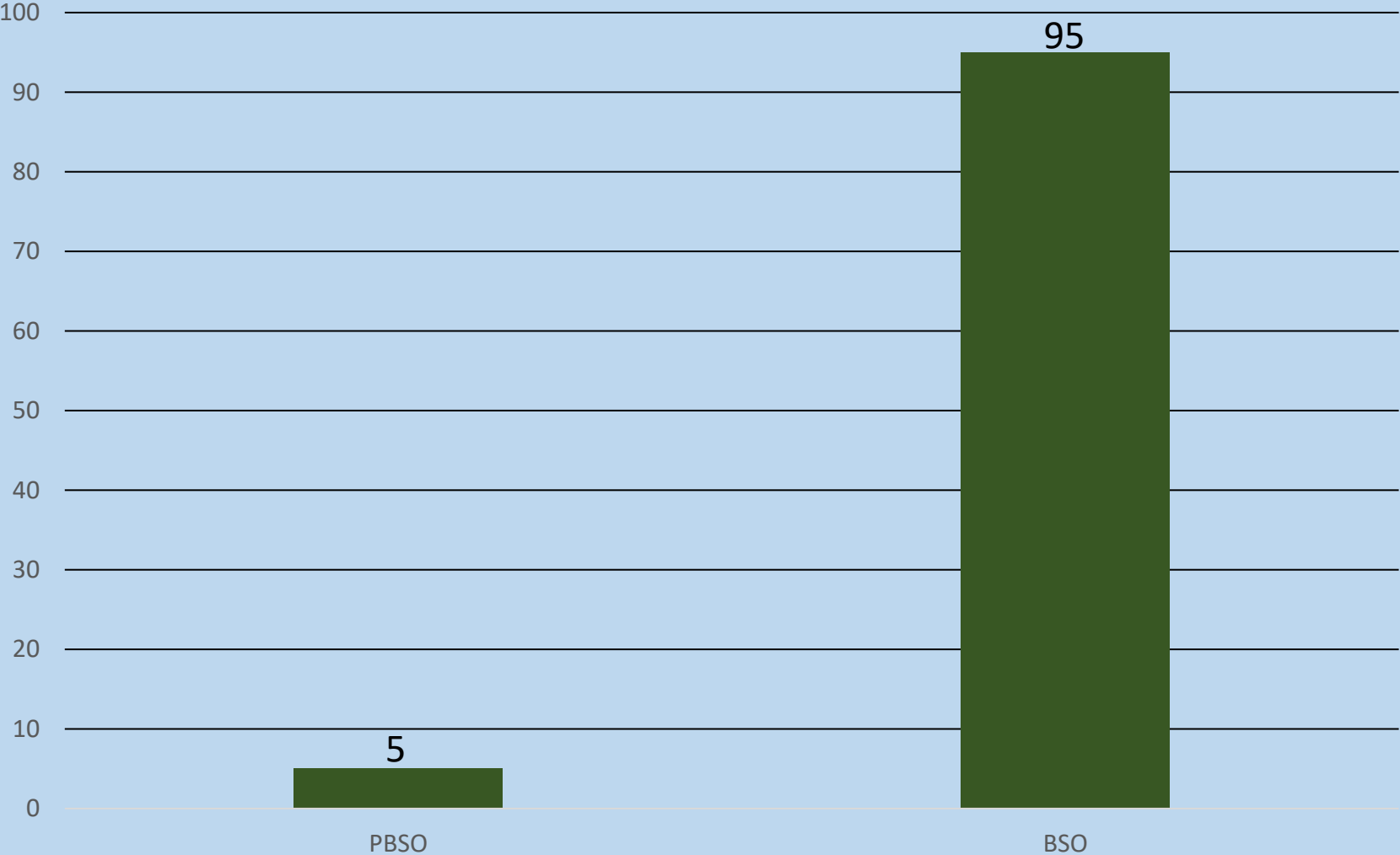
Vacancy Results



- As of October 2022, there are a total of 5 Department of Law Enforcement Deputy Sheriff vacancies at PBSO.
- [Click for PBSO record](#)
- As of October 2022, there are a total of 95 Department of Law Enforcement Deputy Sheriff vacancies at BSO.
- [Click for BSO record](#)

Deputy Vacancy Results

Vacancy Comparison Chart



BSO DLE Staffing by Contract Cities

District	Deputies	Sergeants	Dep./ Sgt. Total	Lieutenants	Captains	Total Sworn
Central Broward	37	6	43	1	1	45
Cooper City	47	8	55	2	1	58
Dania Beach	64	7	71	2	1	74
Deerfield Beach	118	13	131	3	1	135
International Airport	77	10	87	2	1	90
Lauderdale Lakes	36	5	41	2	0	43
Lauderdale by the Sea	19	4	23	1	1	25
North Lauderdale	50	7	57	2	0	59
Oakland Park	71	9	80	2	1	83
Parkland	40	7	47	1	1	49
Pompano Beach	204	24	228	6	3 Captains/ 1 Major	238
Port Everglades	37	6	43	2	1	46
Tamarac	67	9	76	2	1	79
West Broward	4	1	5	0	0	5
West Park	25	6	31	1	1	33
Weston	70	13	83	3	1	87

- [Click for BSO record on staffing](#)

Total Number of Employees Not Retained (fulltime and reserve)



- Palm Beach County Sheriff's Office
 - 52 total resignations in good standing
 - 22 total resignation in not in good standing, terminations, and fit for duty
 - 1 failure to meet probationary standards
 - 75 total employees separated (not retirement)
- Broward County Sheriff's Office
 - 79 total resignations in good standing
 - 24 total resignation in not in good standing, terminations, and fit for duty
 - 22 failures to meet probationary standards
 - 125 total employees separated (not retirement)
- Percentage wise, BSO has approximately 67% more Deputies and Sergeants separate than PBSO.
- The 125 total DLE Deputies and Sergeants separated is more than the total sworn staffing in 14 of the 16 BSO districts.

Number of Internal Investigations Conducted

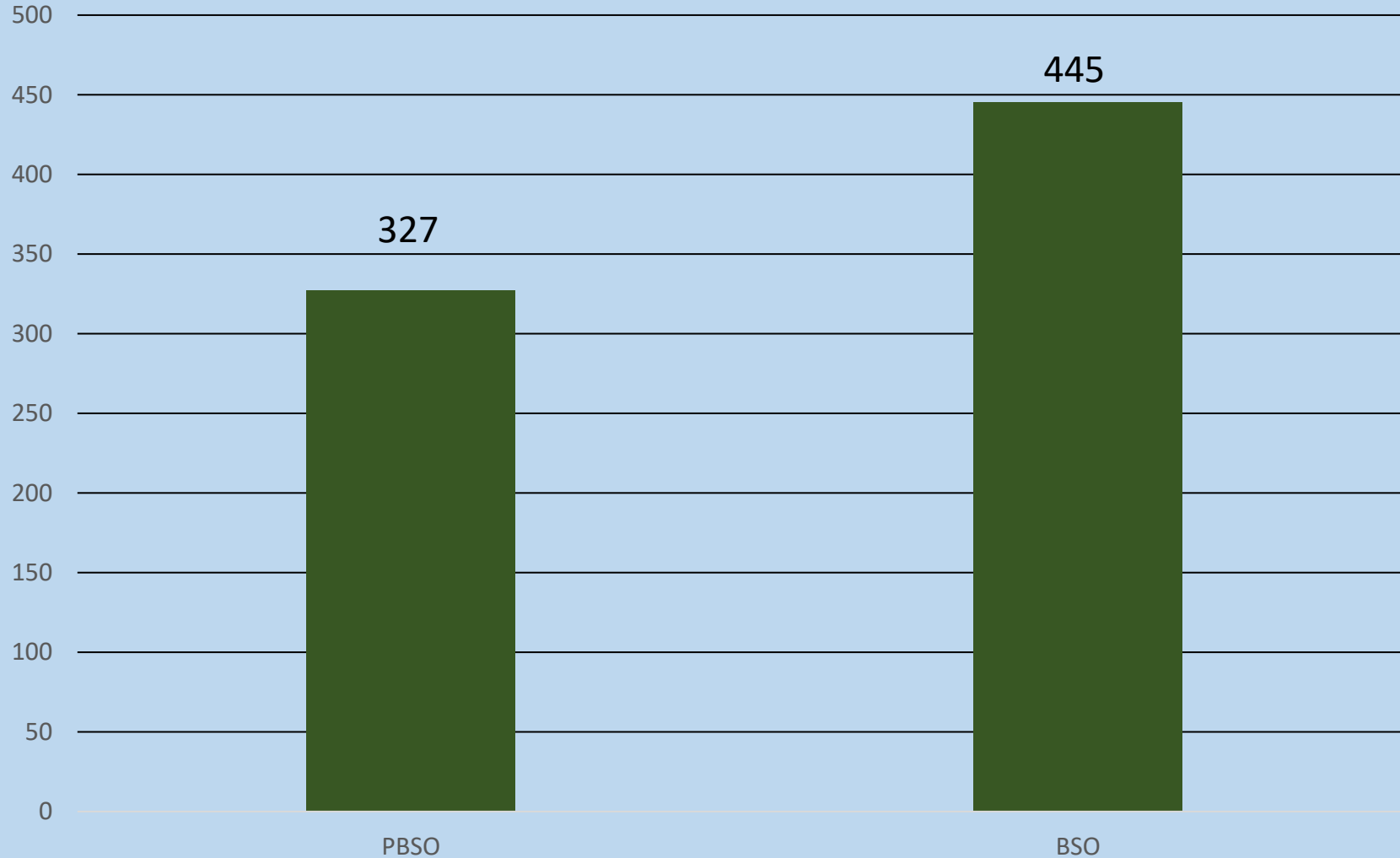


- PBSO conducts Internal Affairs investigations for more serious offenses and Disciplinary Review Requests (DRR) for more minor offenses.
- A total of **327** internal investigations which **includes both Internal Affairs investigations and DRR's** were conducted on Law Enforcement Deputies and Sergeants at PBSO from approximately August 2017, until approximately October 2022.
- [Click for PBSO record](#)
- [Click for PBSO clarification](#)
- BSO conducts Internal Affairs investigations for more serious offenses and Preliminary Investigative Inquires (PII) for more minor offenses.
- A total of **445** internal investigations which **includes both Internal Affairs investigations and PII's** were conducted on Law Enforcement Deputies and Sergeants at BSO from approximately August 2017, until approximately December 2022. In the BSO clarification response below, the 445 internal investigations contained **600** subject employees who were law enforcement Deputies or Sergeants.
- [Click for BSO record](#)
- [Click for BSO clarification](#)
- Percentage wise, BSO conducted approximately **36%** more internal investigations than PBSO.

Number of Internal Investigations Conducted Results



Investigations Comparison Chart



Internal Affairs Investigations Statistics



- The fiscal year (FY) runs October through September.
- Below is the percentage increase or decrease from the past fiscal year for just Internal Affairs cases by department at BSO as well as agency wide and does not include PII statistics.
- [Click for BSO record](#)

Department	(FY) Oct. 2020- Sept. 2021 Total IA cases	(FY) Oct. 2021- Sept. 2022 Total IA cases	Percent Increase/ Decrease
Agency Wide	152	230	51.32% Increase
Dept. of Law Enforcement	53	78	47.17% Increase
Dept. of Detention	47	93	97.87% Increase
Dept. of Administration	10	9	10% Decrease
Fire Rescue and Emergency Services	9	16	77.78% Increase
Regional Communications	33	34	3.03% Increase
Dept. of Professional Standards & Investigations	0	2	200% Increase

Number of Traffic Crashes



- A total of **2,175** traffic crashes occurred with BSO employees from January 2018, through August 2022. A total of **516** of these traffic crashes were preventable.
- 2018: **442** traffic crashes involving sworn DLE.
- 2019: **434** traffic crashes involving sworn DLE.
- 2020: **363** traffic crashes involving sworn DLE.
- 2021: **427** traffic crashes involving sworn DLE.
- 2022 (January-August): **288** traffic crashes involving sworn DLE.
- The total number of preventable traffic crashes involving sworn DLE from January 2018 through August 2022 was **435**. BSO DLE was responsible for approximately **84%** of the preventable traffic crashes.
- Percentage wise, BSO sworn DLE personnel were involved in approximately **90%** of the traffic crashes at BSO for a total of **1,954** traffic crashes from January 2018 through August 2022.
- [Click for BSO record for total number of traffic crashes](#)
- [Click for BSO traffic crashes record classifying the traffic crashes as either preventable or non-preventable](#)

BSO Hiring Statistics and Selection and Assessment Staffing



- The Florida Department of Law Enforcement (FDLE) publishes a yearly hiring report with the total number of Deputy Sheriffs that each Sheriff’s Office in Florida has hired.
- The I.U.P.A. Local 6020 conducted an analysis of the number of law enforcement officers hired by BSO each year from 2011 until the most recent published report from 2021 and compared it with the staffing levels in Selection and Assessment at BSO in 2011 as well as where the staffing levels were in 2022.

Year	Total Number of Law Enforcement Deputies Hired BY BSO
2011	27
2012	42
2013	83
2014	43
2015	90
2016	96
2017	105
2018	133
2019	130
2020	179
2021	75

Selection & Assessment Job Classification	Number of Employees in 2011	Number of Employees in 2022
Assistant Manager	1	2
Clerical Specialist	N/A	1
Human Resources Analyst	2	1
Human Resources Coordinator	1	2
Human Resources Specialist	6	8
Selection & Assessment Manager	1	1
Senior Human Resources Analyst	1	1
Grand Total	12	16

Background Job Classifications	Number of Employees in 2011	Number of Employees in 2022
Assistant Manager	N/A	1
Background Investigations Supervisor	1	N/A
Deputy Sheriff- DLE	1	N/A
Background Investigator	2	6
Human Resources Coordinator	N/A	1
Senior Background Investigator	N/A	1
Human Resources Specialist	N/A	N/A
Grand Total	4	9

BSO Legal Fees and Settlement Costs



- BSO has spent **\$6,209,940.21** on legal fees and settlements to parties who have filed claims or lawsuits against Department of Law Enforcement Deputies and Sergeants from August 30, 2017, until approximately October 2022.
- [Click for BSO record](#)

Research



Bureau of Labor Statistics (BLS) Information on Salary and Job Growth



- The Bureau of Labor Statistics (BLS) is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics. The BLS measures labor market activity, working conditions, price changes, and productivity in the U.S. economy to support public and private decision making.
- The average median pay for a police officer is \$66,020 according to the BLS.
- The average job growth over the next 10 years for police officers is at 3% which is below the 5% average growth rate for all occupations.
- [Click for BLS summary on police officers](#)

FDLE 2021 Sheriffs Offices Salary Statistics



- FDLE reports salary statistics for Sheriffs Offices throughout the State of Florida.
- In the most recent FDLE report for Sheriffs Offices from 2021, BSO ranked number 2nd statewide behind PBSO in starting pay for a certified entry level law enforcement officer.
- In the most recent 2021 FDLE report for Sheriffs Offices, BSO ranked **25th** statewide in starting pay for a first line supervisor (Sergeant).
- In the most recent 2021 FDLE report for Sheriffs Offices, BSO ranked **18th** statewide in starting pay for a middle management supervisor (Lieutenant).
- [Click here for DLE 2021 Salary Table](#)

BSO and PBSO Deputy Salary Table as of November 2022



BSO has a 4% first responder supplemental pay and PBSO does not. "*" will denote 4% supplemental pay factored in. *Click BSO or PBSO for salary table

Step	<u>BSO</u>	<u>PBSO</u>
1	\$58,412.06/ *\$60,748.54	\$61,080
2	\$61,828.68/ *\$64,301.83	\$63,840
3	\$65,443.59/ *\$68,061.33	\$66,720
4	\$69,270.64/ *\$72,041.47	\$69,732
5	\$73,322.02/ *\$76,254.90	\$72,876
6	\$77,610.76/ *\$80,717.20	\$76,176
7	\$82,155.57/ *\$85,441.79	\$79,620
8	\$86,920.26/ *\$90,397.07	\$83,208
9	\$91,266.57/ *\$94,917.23	\$86,964
10	\$94,953.74/ *\$98,751.89	\$90,888

PBSO Career Deputy Program



- PBSO has a 4 tier Career Deputy Salary table for Department Law Enforcement and Department of Detention Deputy Sheriffs.
- BSO does not have a Career Deputy program.
- The Career Deputy Program is designed to:
 - Recognize and reward the professional deputy through his continued training, and educational achievements.
 - Provide an alternative career development path for the deputy not seeking or prior to obtaining promotion to sergeant.
 - Promote long-term dedicated employees by offering career alternatives and guidance.

PBSO Career Deputy Path Continued



- The Career Deputy Program is awarded based on years of service and skills.

Tier	Years of Service Required	Minimum Skills Required
Tier 1	6	4
Tier 2	10	6
Tier 3	14	8
Tier 4	18	10

- Job skills are accumulated from numerous categories to include education, job assignment, certification, fluency in a second language, Deputy of the Year Award, and military service.
- [Click here for Career Deputy path program information](#)

BSO and PBSO Career Deputy Salary Table as of November 2022



BSO has a 4% first responder supplemental pay and PBSO does not. "*" will denote 4% supplemental pay factored in. *Click BSO or PBSO for salary table

Step	BSO	PBSO Career Deputy Tier 1	PBSO Career Deputy Tier 2	PBSO Career Deputy Tier 3	PBSO Career Deputy Tier 4
1	\$58,412.06/ *\$60,748.54	\$66,720	\$69,732	\$72,876	\$76,176
2	\$61,828.68/ *\$64,301.83	\$69,732	\$72,876	\$76,176	\$79,620
3	\$65,443.59/ *\$68,061.33	\$72,876	\$76,176	\$79,620	\$83,208
4	\$69,270.64/ *\$72,041.47	\$76,176	\$79,620	\$83,208	\$86,964
5	\$73,322.02/ *\$76,254.90	\$79,620	\$83,208	\$86,964	\$90,888
6	\$77,610.76/ *\$80,717.20	\$83,208	\$86,964	\$90,888	\$94,980
7	\$82,155.57/ *\$85,441.79	\$86,964	\$90,888	\$94,980	\$99,264
8	\$86,920.26/ *\$90,397.07	\$90,888	\$94,980	\$99,264	\$103,740
9	\$91,266.57/ *\$94,917.23	\$94,980	\$99,264	\$103,740	\$108,420
10	\$94,953.74/ *\$98,751.89	\$99,264	\$103,740	\$108,420	\$113,304

BSO and PBSO Sergeant Salary Table as of November 2022



BSO has a 4% first responder supplemental pay and PBSO does not. "*" will denote 4% supplemental pay factored in. *Click BSO or PBSO for salary table

Step	<u>BSO</u>	<u>PBSO</u>
1	\$71,010.00/ *\$73,850.40	\$94,980
2	\$75,169.97/ *\$78,176.76	\$99,264
3	\$79,572.65/ *\$82,755.56	\$103,740
4	\$84,234.38/ *\$87,603.76	\$108,420
5	\$89,167.89/ *\$92,734.61	\$113,304
6	\$94,392.18/ *\$98,167.87	\$118,404
7	\$99,925.36/ *\$103,894.37	\$123,744
8	\$105,721.43/ *\$109,950.29	
9	\$111,006.25/ *\$115,446.50	
10	\$115,490.91/ *\$120,110.55	

BSO and PBSO Longevity Salary Table



- Both BSO and PBSO have longevity supplemental pay increases which are indicated in the below chart to incentive retention.
- BSO allows deputies and sergeants to combine longevity supplements for a total of 12% after completing 20 years of service.
- PBSO does not allow longevity supplements to be combined.

BSO	PBSO
12 years (5%)	10+ years (5%)
18 years (5%)	15+ years (7.5%)
20 years (2%)	20+ years (10%)
Maximum Total: 12%	Maximum Total: 10%

Current Salary Projection BSO vs. PBSO



- Effective October 2023, year 3 of the current collective bargaining agreement with BSO, BSO is anticipated to provide a **3%** cost of living adjustment. No additional salary steps are in place as of now. (p. 29 of CBA)
- Effective January 2023, year 2 of PBSO's current collective bargaining agreement, PBSO is set to drop their lowest salary step for DLE Deputies, Sergeants, and Lieutenants, and add an additional **4.5%** salary step. (p. 41 of CBA)
- Effective July 2023, year 2 of PBSO's current collective bargaining agreement, PBSO is set provide a **3%** cost of living adjustment to DLE Deputies and Sergeants.
- Effective January 2024, year 3 of PBSO's current collective bargaining agreement, PBSO is set to drop their lowest salary step for DLE Deputies, Sergeants, and Lieutenants, and add an additional **4.5%** salary step. (p. 41 of CBA)
- By January 2024, over the next 13 months, BSO DLE Deputy and Sergeant salaries would anticipate a total increase of **3%**, while PBSO has increased salaries a total of **12%**.

BSO and PBSO Deputy Salary Table in January 2024



BSO has a 4% first responder supplemental pay and PBSO does not. "*" will denote 4% supplemental pay factored in.

Step	BSO	PBSO
1	\$60,164.42/ *\$62,571.00	\$68,722
2	\$63,683.54/ *\$66,270.88	\$71,824
3	\$67,406.90/ *\$70,103.18	\$75,062
4	\$71,348.76/ *\$74,202.71	\$78,461
5	\$75,521.68/ *\$78,542.55	\$82,007
6	\$79,939.08/ *\$83,136.64	\$85,704
7	\$84,580.24/ *\$87,963.45	\$89,573
8	\$89,527.87/ *\$93,108.99	\$93,615
9	\$94,004.57/ *\$97,764.75	\$97,827
10	\$97,802.35/ *\$101,714.44	\$102,229

BSO and PBSO Deputy Career Deputy Salary Table in January 2024



BSO has a 4% first responder supplemental pay and PBSO does not. “*” will denote 4% supplemental pay factored in.

Step	BSO	PBSO Career Deputy Tier 1	PBSO Career Deputy Tier 2	PBSO Career Deputy Tier 3	PBSO Career Deputy Tier 4
1	\$60,164.42/ *\$62,571.00	\$75,594	\$78,996	\$82,551	\$86,266
2	\$63,683.54/ *\$66,270.88	\$78,996	\$82,551	\$86,266	\$90,148
3	\$67,406.90/ *\$70,103.18	\$82,551	\$86,266	\$90,148	\$94,205
4	\$71,348.76/ *\$74,202.71	\$86,266	\$90,148	\$94,205	\$98,444
5	\$75,521.68/ *\$78,542.55	\$90,148	\$94,205	\$98,444	\$102,874
6	\$79,939.08/ *\$83,136.64	\$94,205	\$98,444	\$102,874	\$107,503
7	\$84,580.24/ *\$87,963.45	\$98,444	\$102,874	\$107,503	\$112,341
8	\$89,527.87/ *\$93,108.99	\$102,874	\$107,503	\$112,341	\$117,396
9	\$94,004.57/ *\$97,764.75	\$107,503	\$112,341	\$117,396	\$122,679
10	\$97,802.35/ *\$101,714.44	\$112,341	\$117,396	\$122,679	\$128,200

DLE Deputy Salary Differential



- When factoring in BSO's first responder supplement, in January 2024, BSO DLE Deputy Sheriffs will earn approximately 9% less at step 1 than PBSO, for a total difference of approximately \$6,151.
- When comparing PBSO's maximum DLE Deputy Sheriff pay at step 10, to BSO's maximum pay at step 10, in January 2024, BSO DLE Deputy Sheriffs at step 10 will earn approximately .5% less at step 10 than PBSO, for a total difference of approximately \$515.

BSO and PBSO Sergeant Salary Table in January 2024



BSO has a 4% first responder supplemental pay and PBSO does not. "*" will denote 4% supplemental pay factored in.

Step	BSO	PBSO
1	\$73,140.30/ *\$76,065.91	\$106,852
2	\$77,425.06/ *\$80,552.06	\$111,673
3	\$81,959.83/ *\$85,238.22	\$116,703
4	\$86,761.41/ *\$90,231.87	\$121,956
5	\$91,842.93/ *\$95,516.65	\$127,456
6	\$97,223.95/ *\$101,112.91	\$133,191
7	\$102,923.12/ *\$107,040.04	\$139,185
8	\$108,893.07/ *\$113,248.79	
9	\$114,336.44/ *\$118,909.90	
10	\$118,955.64/ *\$123,713.87	

DLE Sergeant Salary Differential



- Both PBSO and BSO require a DLE Deputy Sheriff be employed for (5) continuous years as a DLE Deputy Sheriff before being eligible to take the promotional exam.
- When factoring in BSO's first responder supplement, in January 2024, BSO DLE Sergeants will earn approximately **34%** less at step 1 than PBSO, for a total difference of approximately **\$30,787**.
- When comparing PBSO's topped out Sergeants pay at step 7, to BSO's Sergeant pay at step 7, in January 2024, BSO DLE Sergeants at step 7 will earn approximately **26%** less at step 7 than PBSO, for a total difference of approximately **\$32,145**.
- When comparing PBSO's topped out Sergeant's pay at step 7, to BSO's topped out Sergeant's pay at step 10, in January 2024, BSO DLE Sergeants at step 10 will earn approximately **12%** less at step 7 than PBSO, for a total difference of approximately **\$15,472**.

Consumer Price Index, Miami-Fort Lauderdale- West Palm Beach — October 2022



- According to the U.S. Bureau of Labor Statistics, “The **Consumer Price Index (CPI)** is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services. Indexes are available for the U.S. and various geographic areas. Average price data for select utility, automotive fuel, and food items are also available.” [Click for reference](#)
- As of December 2022, for the Miami, Fort Lauderdale, and West Palm Beach area, prices are up **10.1** percent over the past 12 months. [Click for reference](#)
- The effects of inflation as well as rising home values will cause qualified applicants to move toward areas with affordable housing and the best wages.
- According to Newsweek, in September 2022, Miami-Fort Lauderdale-West Palm Beach had the third highest metropolitan area inflation rate increase. [Click for reference](#)

FDLE Hiring and Attrition Statistics



- FDLE reports hiring and attrition statistics for Sheriffs Offices throughout the State of Florida.
- The attrition and hiring statistics were examined in 2018, 2019, 2020, and 2021 the most recent FDLE attrition and hiring report, which are as follows for BSO.
- BSO's most recent number of 75 DLE Deputy Sheriff's hired for 2021 is down approximately **58%** from 2020, is down approximately **42%** from 2019, and is down approximately **44%** from 2018. It is important to note that coupled with this decrease is the fact that there are still **95** vacant Department of Law Enforcement Deputy Sheriff vacancies at BSO.

Year	Number of Deputies Hired	Yearly Attrition for Sworn Law Enforcement
2018	<u>133</u>	<u>85</u>
2019	<u>130</u>	<u>92</u>
2020	<u>179</u>	<u>74</u>
2021	<u>75</u>	<u>62</u>

Community Oriented Policing Services United States Department of Justice



- The Department of Justice's (DOJ) Community Oriented Policing Office (COP) has a publication called [*Police Recruitment and Retention for the New Millennium*](#) which was authored by Jeremy M. Wilson and published in 2010.
- *Police Recruitment and Retention for the New Millennium* was written to provide information to the law enforcement community and summarize methods that have been applied in regards to recruitment and retention related issues.

Jeremy M. Wilson (Author)



- Dr. Jeremy Wilson is a Professor of the School of Criminal Justice at Michigan State University (MSU).
- Dr. Wilson was a Behavioral Scientist at the RAND Corporation, where he led the development of the Center on Quality Policing and the Police Recruitment and Retention Clearinghouse.
- As a scholar, educator, advisor, and consultant, Dr. Wilson has collaborated with police agencies, communities, task forces, multinational corporations, professional associations, governments, and other public and private entities throughout the U.S. and the world on many complex public safety problems, and he has led over **\$10M of projects sponsored by the U.S. Congress**, various units of the U.S. Departments of Justice and Interior, community and institutional foundations, local governments, police departments, professional associations, and companies.

Police Recruitment and Retention for the New Millennium



- On page 35, the literature discusses “*Why Do Officers Leave?*” where it identified five main influences as the following:
 - 1) The pull of other opportunities
 - 2) Actual and potential compensation
 - 3) Personal characteristics and demographic factors
 - 4) Organizational health, policy, and culture
 - 5) Employee needs

Other Opportunities: “Orrick (2008a) has pointed to economic factors as strong external forces that influence the turnover decision. Officers might leave for perceived better economic opportunities..... To counter other opportunities, Orrick (2008a) suggests that departments maintain conditions to minimize the “push” from outside the profession and to enhance the “pull” of their own agency.” (pg. 35-36)

Police Recruitment and Retention for the New Millennium



Actual and Potential Compensation: “Compensation includes not only salary and benefits but also viable career ladders, adequate training and equipment, and perceptions by officers that a policing career will afford a good life...Furthermore, as Branham (2005) notes, inadequate compensation can contribute to feelings of devaluation that grow into more-potent reasons for leaving.” (pg. 36)

Organizational health, policy, and culture: “Organizational health, policy, and culture are powerful predictors of employee turnover. These issues include organizational function, generational competence, supervision and leadership, bureaucracy, fairness, and openness and transparency... Officers of today will become less satisfied and committed to organizations that are less open and transparent and do not allow for input and feedback (Lambert, 2003).” (pg.39)

Police Recruitment and Retention for the New Millennium



Employee Needs: “Job satisfaction plays a crucial role in retention, often extending the concept to include job embeddedness, including, as Mitchell, Holtom, Lee, Sablynski, and Erez (2001) suggest, formal and informal connections with other persons on and off the job (including co-workers, community members, and family), an element of fit (that is, employee perceptions of compatibility with the work environment), and sacrifice (the perceived loss of material or psychological benefits that might be forfeited by leaving a job). Workers who are embedded in their jobs are less likely to leave than those who are not.” (pg.42)

Police Recruitment and Retention for the New Millennium



- **Recruitment: Filling the Bucket:** “Half of all agencies and two-thirds of those serving at least 50,000 residents also reported staffing problems stemming from a lack of qualified applicants (Koper, Maguire, and Moore, 2001). In 2004, California police chiefs identified recruitment and retention as their second-most pressing issue, trailing only funding (California Police Chiefs Association, 2004) and reflecting concerns of earlier years (California Police Chiefs Association 1994, 2001). Even as recent economic conditions have led to an increased number of applications, police departments might still find a shortage of applicants qualified for their work (Castro, 2009; Chambers, 2009).” (pg. 64)

Police Recruitment and Retention for the New Millennium



Recruitment Among Competitors: Arlington County (Virginia) Police Department

- Michael Douglas "Doug" Scott became the Chief of the Arlington County Police Department in 2003. Chief Scott was faced with the department below its authorized strength of 350 officers as well as facing an attrition rate of 10 percent per year.
- The Arlington County Police Department situation highlighted reasons for the high attrition to other employment, officers leaving to return to school, and being in the heart of the Washington Metropolitan area and competing with other agencies.
- The following was noted in regards to the Arlington County Police Department Situation on page 17, **Successful retention initiatives have included increasing salary and retirement benefits.** As a result of these efforts, the department was able to reach its authorized strength of 366 officers in 2006, 2007, and 2008.”

BSO Dispatch Situation



- In April 2022, news outlets throughout the South Florida area reported 911 dispatch issues at BSO as well as BSO having approximately 90 vacant dispatch positions. [Click for CBS article](#)
- Between April and May of 2022, the Broward County Commission and BSO met at Broward Commission meetings to discuss the vacancies and the Broward commission voted to approve an increase in the budget for dispatch of approximately 4 million dollars. [Click for NBC article](#)
- In August 2022, just 3 months after the budget increase, BSO released a statement that they have approximately 90 new hire candidates with conditional offers. [Click for Local 10 article](#)

Salary Compression and Salary Inversion



- BSO dispatchers work hard and BSO and the Broward County Commissioner acted accordingly by increasing the budget for dispatchers and increasing salaries based on the public safety crisis that was occurring.
- The increase in salaries for BSO Communications Operators, however, has created salary compression and slight salary inversion between BSO Communication Operators and BSO Deputy Sheriffs.

Insperity



- Insperity provides flexible professional employer organization services for small businesses that need HR administration, payroll processing, employee benefits, risk and compliance management, workplace training, and development courses.
- “Since 1986, Insperity’s mission has been to help businesses succeed so communities prosper. Offering the most comprehensive suite of scalable HR solutions available in the marketplace, Insperity is defined by an unrivaled breadth and depth of services and level of care. Through an optimal blend of premium HR service and technology, Insperity delivers the administrative relief, reduced liabilities and better benefit solutions that businesses need for sustained growth. With 2020 revenues of \$4.3 billion and more than 80 offices throughout the U.S., Insperity is currently making a difference in thousands of businesses and communities nationwide.”

Insperty



- An Insperty Staff Human Resource Advisor wrote an article [*Pay compression: What is it and how to fight it*](#), which states the following on pay compression.
- “Also referred to as wage or salary compression, it occurs when there’s little difference in pay between employees regardless of differences in their respective knowledge, skills, experience or abilities.”
- “Pay compression can lead to turnover if employees feel they’re being undervalued. This is more apt to happen if long-time employees discover that they’re receiving little more money than new hires. The situation can be especially troublesome when your best, most tenured employees decide to jump ship. Even if they’re not actively looking for a new job, employees can lose motivation resulting in lost productivity. Wage compression can hamper recruiting efforts, too.”

BSO Deputy and BSO Dispatcher Salary Compression as of November 2022



- BSO Deputies have a ten (10) salary steps which when factoring in the four (4) percent first responder supplement provide for an annual salary range of **\$60,748.54-\$95,829.90**.
- BSO Communications Operators when factoring in Operator I, Operator II, and Operator III pay scales provide an annual salary range of **\$56,851.00-\$95,890.91**.
- The salary ranges show salary compression between the two job categories and even a slight salary inversion when comparing the salary maximums.

Bureau of Labor Statistics (BLS) Information on Salary and Job Growth



- According to the BLS website, for 2021 a law enforcement officers median pay is \$66,020 per year. The BLS has also reported that for 2021 a Public Safety Telecommunicators median pay is \$46,670. This equates to approximately a **34%** differential nationally in the two median pays reported by the BLS.
- [Click for BLS Law Enforcement Officer Job Information](#)
- [Click for BLS Public Safety Telecommunicator Job Information](#)

911 Dispatcher EDU



- 911 Dispatcher EDU is an independent organization with no government affiliation. The average annual wage for dispatcher's in the State of Florida according to 911 Dispatcher EDU's website is \$35,084.
- [Click for 911 Dispatcher EDU Dispatcher Pay Statistics](#)

Florida Department of Law Enforcement Salary Report



- The Florida Department of Law Enforcement (FDLE) annually reports salaries among the sheriff's offices in the State of Florida. The average minimum salary for an entry level certified law enforcement officer for 2021, was \$42,310.
- FDLE does not report a state wide median salary, however, the average median salary would be greater than the average starting salary of \$42,310 if it were reported by FDLE.
- [FDLE 2021 Salary Report](#)

BLS / 911 Dispatcher EDU/ FDLE/ and BSO Data



- When comparing the average annual median wage of \$35,084 reported by 911 Dispatcher EDU to the average starting salary for deputy sheriffs reported by FDLE, there is approximately an **18%** gap between the two.
- The BLS reports approximately a **34%** percent differential nationally in the two median pays reported by the BLS.
- However, at BSO there is documented salary compression and slight salary inversion based on the salary ranges of Department of Law Enforcement Deputy Sheriff's and Communication Operators.

Importance of Training



- Providing frequent and effective training is paramount for law enforcement officers and their agencies to be successful.
- James Burdock is a retired police lieutenant and training instructor with the Federal Bureau of Investigation's (FBI) Law Enforcement Officers Killed and Assaulted program, Criminal Justice Information Services Division.
- In December 2013, Mr. Burdock published an article [*Officer Survival Spotlight: Wide-Reaching Benefits of Law Enforcement Training*](#) which talked about the importance of training for law enforcement officers, the organization, and the public.

Officer Survival Spotlight: Wide-Reaching Benefits of Law Enforcement Training



- **Law Enforcement Officers:** Many police officers who survived violent encounters stated they reverted back to their training and experience which helped saved their life during the incident.
- **Organization:** Adequate, up-to-date, appropriate, and sustainable training is important for a department to succeed. Training helps agencies keep their high standards as well as handle problems that create hardships, reduce morale, negative press, officer or citizen injuries, police vehicle accidents, and use-of-force violations.
- **Public:** The public expects agencies to provide the best training to effectively serve the community. Inadequate training can result in bad decisions being made which result in the public demanding accountability from the individual who made the poor decision, but demanding accountability from everyone in the agency to include the highest ranking members. A law enforcement agency with more training and preparation is gain the public's confidence and respect.

FDLE 2021 Training Report on Traffic Crashes and Field Training



- The Florida Department of Law Enforcement (FDLE) published a 2021 training report for the Sheriffs Offices throughout the State of Florida.
- The FDLE report stated BSO has a 14 week Field Training Program (FTP).
- The FDLE reported stated 32 Sheriffs Offices in Florida have a FTP longer than 14 weeks.
- The FDLE report stated BSO has a 14 week FTP.
- The FDLE report stated BSO conducts in-service driving training every 4 years.
- The FDLE reported stated 29 Sheriffs Offices have no required in-service driving, 3 Sheriffs Offices have in-service driving every 4 years, 11 Sheriffs Offices have in-service driving every 2 years, 22 Sheriffs Offices have in-service driving every year, and 1 Sheriff's Office was reported to have in-service driving every 6 months.
- [Click here for FDLE 2021 training report](#)

FDLE UCR Report Statistics



- The Florida Department of Law Enforcement (FDLE) publishes a yearly uniformed crime report (UCR).
- The last fully completed UCR report among Florida's counties was in 2020. BSO did not have data in the 2021 FDLE UCR report.
- The I.U.P.A. Local 6020 analyzed UCR crime data among Florida's 67 counties for the years 2017, 2018, 2019, and 2020 to see where Broward County ranks statistically in crime rate per 100,000 as well as crime rate per 100 offenses.

FDLE UCR Report Statistics



- Click on the year in the table to view the respective year’s FDLE report.
- In the below chart, Broward County was in the bottom **17%** in crime rate per 100,000 among counties in Florida and was in the bottom **10%** in clearance rate among counties in Florida.

Year	Broward’s Reported Crime Rate Per 100,000	BSO’s Crime Rate Ranking Among Counties Statewide	Florida’s Reported Statewide Average for Crime Rate per 100,000	Broward’s Clearance Rate per 100 Offenses	Broward’s Clearance Rate Ranking per 100 Offenses Among Counties Statewide	Florida’s Reported Statewide Clearance Rate Average per 100 Offenses
2017	3,465.1	59 out of 67	2,989.8	17.7	65 out of 67	23.4
2018	3,090.6	57 out of 67	2,721.4	19.7	65 out of 67	25.3
2019	2,987.4	59 out of 67	2,552.4	19.6	63 out of 67	25.7
2020	2,434.8	56 out of 67	2,158.0	18.9	63 out of 67	25.5

FDLE UCR Report Statistics



- Click on the year in the table to view the respective year's FDLE report.
- The below chart contains the total number of murders, rapes, robberies, aggravated assaults, burglaries, larcenies, and motor vehicle thefts in Broward County from 2017 through 2020.

Year	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft
2017	95	579	2,522	4,347	8,186	43,250	5,955
2018	96	628	2,083	4,264	6,274	39,804	5,509
2019	111	688	2,134	4,398	5,480	39,393	5,144
2020	149	592	1,703	4,578	4,373	30,673	2,434

Crimes Impact on Communities



- Having high amounts of crime in a community is detrimental to victims, children, businesses, and property values.
- In May 2013, CBS reported a study done by John Burnes Real Estate Consulting who surveyed approximately 20,000 home shoppers. The survey revealed that safety was more important than price. The article stated the lower the crime rate is in an area the higher property values will be. The article also stated the higher the crime rate is in an area the lower property values will be. [Click for CBS article](#)
- The Los Angeles Police Department (LAPD) discusses when businesses are victims of crime it hinders their ability to operate and in some cases the business affected may have to change their hours, raise prices to cover their losses, relocate outside of their community, or close the business. [Click for LAPD reference](#)
- The Federal Bureau of Investigations (FBI) discusses how being a crime victim is a stressful experience for victims which can subject them to physical, emotional, and mental trauma. [Click for FBI reference](#)
- In November 2017, John Hopkins University (JHU) published an article that a lower quality environment in a neighborhood which a child is raised in can lead to behavioral issues. [Click for JHU reference](#)

Crime, COVID-19, and an Economic Recession's Impact on Communities



- In December 2022, Business Insider published an article, [*Walmart CEO warns company will close stores if theft doesn't slow down*](#), which discussed how Walmart may shut down stores across the nation if theft does not improve.
- The article refers to Walmart as the worlds largest retailer who is being hurt heavily by crime.
- In December 2022, CNBC published an article, [*Long Covid is distorting the labor market — and that's bad for the U.S. economy*](#), which discusses some of the negative impact COVID-19 has had on the economy.
- In December 2022, World Economic Forum published an article, [*U.S. banks warn of recession as inflation hurts consumers; shares fall*](#), which discussed how banks are warning of a recession which will limit consumer spending.
- Limited consumer spending during an anticipated 2023 recession, will be devastating to businesses who have already had a tremendous strain placed on them from COVID-19 and crime.
- Lowering crime will help businesses become stronger financially during this difficult period and potentially help prevent business closures or potential layoffs.

Crimes Impact on Insurance Rates and Medical Facilities



- [CoverageHound](#) is a company which allows people to compare and purchase insurance online. CoverageHound discusses on their website how crime rates directly affect how much a person may have to pay for insurance.
- [Click for CoverageHound reference](#)
- [Millman Supplemental and Specialty Research](#) is an independent risk management, benefits and technology firm. The American Hospital Association (AHA) had Millman conduct research into the financial impact of on hospitals and medical facilities on the impact of violence within the facilities and communities in order to describe the issue of violence as a public health crisis.
- In the report, [Cost of community violence to hospitals and health systems](#), it estimated approximately **752 million dollars** in 2016 that hospitals dealt with for unreimbursed and under-reimbursed costs of medical care from victims of violence.

Statement on Take Home Vehicles



- BSO and the I.U.P.A. Local 6020 currently have details regarding take home vehicles included in the current collective bargaining agreement.
- Currently DLE Deputies and Sergeants living in Broward County are assigned a take home vehicle with no vehicle fee.
- Currently DLE Deputies and Sergeants living in Palm Beach County are assigned a take home vehicle with no vehicle fee, unless they were hired on or after October 1, 2019, then they pay a \$25 vehicle fee per pay period.

Statement on Take Home Vehicles



- Take home vehicles are a benefit for employees and a great recruitment tool to be used to attract people to apply to BSO.
- Expanding the take home vehicle program into Collier County would allow BSO to effectively expand it's geographical recruitment boundaries to recruit qualified individuals and to grow and strengthen BSO's applicant pool.
- Some DLE Deputies have began moving out of Broward County do to the high cost of living.
- DLE Deputies and Sergeants having assigned take home vehicles also benefit the community as well as BSO.

Research on Take Home Vehicles



- Sheriff William “Billy” Woods is the current Sheriff of the Marion County Sheriff’s Office.
- Sheriff Woods previously served as a Lieutenant with the Ocala Police Department.
- While serving as a Lieutenant with the Ocala Police Department, then Lieutenant Woods conducted research on take home vehicles which is posted on the Florida Department of Law Enforcement’s website.
- Sheriff Woods in his research noted the following, “The purpose of a take-home vehicle program is to provide a police presence in the employee’s community. This includes the ability to quickly respond to emergencies from multiple areas within a jurisdiction and the potential to save money on vehicle maintenance and repair. Finally, it can be a positive incentive within a hiring process.”
- Sheriff Woods in his research also noted the following, “Hager’s research found that the most important reason younger officers gave for selecting the agency they were with was benefits such as insurance and a retirement plan, with a 71% rating. This was followed by the department’s reputation with a 50% rating. A take-home car and a cell phone were selected by 47% and salary was selected by 46%. (Hager, 2008)”

Florida Department of Law Enforcement Insurance Report for 2021



- The Florida Department of Law Enforcement (FDLE) annually reports insurance benefits among the sheriff's offices in the State of Florida.
- The report found 26 out of 66 reporting Sheriffs Offices in the State of Florida offer completely subsidized medical insurance.
- The report found the remaining 40 reporting Sheriffs Offices in the State of Florida offer partially subsidized medical insurance.
- BSO offers partially subsidized medical insurance.
- [FDLE 2021 Insurance Report](#)

Statement on Attacks on Officers



- As of December 5, 2022, according to Officer Down Memorial Page, 58 law enforcement officers nationwide were killed by in the line of duty by gunfire. [Click for Officer Down Memorial Page](#)
- More recently, in October 2022, two Connecticut Police Officers were killed in an ambush by a suspect armed with a rifle. [Click for ABC article](#)
- In November 2022, Police1 reported two New Jersey Officers being shot from a suspect using a long gun. [Click here for Police1 article](#)
- In July 2016, 5 Dallas Police Officers were ambushed and killed by an suspect armed with a rifle. [Click here for NBC article](#)

Synopsis of Public Records Requests and Research



Synopsis of Public Records Requests



- The public records requests revealed that although PBSO is a larger agency, BSO had approximately 67% more Deputies separate.
- The public records requests revealed that although PBSO employs more law enforcement officers, BSO has 90 more law enforcement Deputy Sheriff vacancies than PBSO.
- The public records request revealed that BSO had 22 Deputy Sheriffs separated on probation and conducted approximately 36% more internal investigations on law enforcement Deputy Sheriffs and Sergeants than PBSO, an agency that employs more law enforcement officers than BSO.
- The public records requests revealed that from January 2018 through August 2022, BSO DLE was involved in 435 preventable traffic crashes.
- BSO paid \$6,209,940.21 on legal fees and settlements for claims or lawsuits involving law enforcement Deputies and law enforcement Sergeants.

Synopsis of Research



- The FDLE reports revealed that some Sheriffs Office provided training more frequently than BSO despite there being 22 deputies who failed probation, a high amount of internal investigations, and a high amount of traffic crashes.
- The BLS has reported slower overall job growth for police officers.
- The BLS, 911 EDU, and FDLE reports all were examined and showed substantial pay differences between communications operators and police officers.
- *Police Recruitment and Retention for the New Millennium* discussed the importance of employee needs, actual and potential compensation, as well as examples of retention issues at other police departments and how wages and benefits helped correct the problem.
- Insperity's article discussed how salary compression can hinder recruitment and lessen employee motivation in the workplace.
- Broward County was in the bottom 17% in crime rate per 100,000 among counties in Florida and was in the bottom 10% in clearance rate among counties in Florida.
- BSO's most recent number of 75 DLE Deputy Sheriff's hired for 2021 is down approximately 58% from 2020.

Statement on Public Records Requests and Research Data



- Not retaining employees places a strain on Human Resources and BSO's Recruitment Unit. There is also a financial strain on BSO each time resources need to be utilized to hire and train a new law enforcement Deputy Sheriff.
- Not being fully staffed can hinder BSO's ability to operate as efficiently as possible in order to provide great service to the community resulting in greater community satisfaction and maximizing BSO's reputation in the eyes of the community.
- Having to generate **445** internal investigations containing **600** subject employees places a strain on districts tasked with investigating the incidents as well as Internal Affairs investigators.
- Having a high crime rate places a strain on victims, children, businesses, hospitals, insurance companies, property values, tax revenue, and the economy as a whole.
- Having **2,175** traffic crashes as an agency and **435** preventable traffic crashes involving law enforcement officers presents an operational hardship to BSO. Each vehicle involved in a traffic crash places a strain on BSO Fleet Services as each vehicle involved in a traffic crash must be inspected by BSO Fleet Services. Traffic crashes also hinder law enforcement resources as each crash requires a law enforcement response, investigation, report, and Blue Team report which must be reviewed and approved as well. Each traffic crash may result in high costs associated with repairs to BSO's vehicle, repairs to civilian vehicles, repairs to property damage, as well as medical bills which can place a strain on BSO's budget.
- Having to pay **\$6,209,940.21** in lawsuits and settlements involving law enforcement Deputies and Sergeants places a strain on BSO's budget.

Recruitment, Training, Wages, and Benefits Suggestions



Recruitment, Training, Wages, and Benefits Suggestions



- **Quarterly DLE Recruitment Events:** Holding a recruitment event quarterly that targets DLE Deputy Sheriff applicants whether or not there are a large number of vacancies promotes the position of DLE Deputy and can help result in an abundance of qualified applicants.
- **Hiring Bonus:** Newly hired Department of Law Enforcement Deputies shall receive a \$3,000 hiring bonus upon completing their probation. The hiring bonus will be an added incentive for people to apply.
- **Require a Commitment:** Newly hired Department of Law Enforcement Deputies shall be required to sign a (5) year contractual commitment with BSO. If a Deputy's employment is terminated for just cause, or a deputy voluntarily separates from BSO prior to (5) years of service, the Deputy shall reimburse BSO for all police academy fees and the \$3,000 hiring bonus. This could help lower the total number lost to attrition.
- **Increase the Length of the Field Training Program (FTP) and In-house Training:** Increasing the length of the FTP and in-house training would provide newly hired Deputy Sheriffs more time training with experienced trainers and more time with an experienced Field Training Deputy which collectively would give them more training exposure before being released from field training. This could help reduce the amount of Deputy Sheriffs who fail probation.
- **6 Year Longevity:** Deputies and Sergeants after having completed six (6) years of continuous service, shall receive an increase in their base pay of five percent (5%) that can be combined with future longevity supplements. This could help provide a financial incentive for deputies not to voluntarily terminate their employment with BSO.

Recruitment, Training, Wages, and Benefits Suggestions



- **Deputy Sheriff Salary Table Adjustment:** The I.U.P.A. Local 6020 recommends the following salary table for DLE Deputy Sheriffs in order to move BSO into the top paying Sheriff's Offices in the State of Florida. This would also eliminate the salary compression and inversion as noted in this presentation. The higher salary will also assist in attracting more applicants and may lead to a stronger overall applicant pool.

Step	Salary
1	\$68,500
2	\$71,925
3	\$75,521
4	\$79,297
5	\$83,261
6	\$87,424
7	\$91,795
8	\$96,385
9	\$101,204
10	\$106,264

Recruitment, Training, Wages, and Benefits Suggestions



- Career Deputy Program:** The I.U.P.A. Local 6020 recommends creating a Career Deputy Program. A Career Deputy program does not just increase salary but for it would reward and encourage tenured Deputy Sheriffs to compete to further their education, work towards getting in specialized units, and work towards acquiring certifications which result in a more skilled overall workforce. The Career Deputy Program would be a tier based system awarded based on years of service, skills, education, and military service. Below is a proposed salary table and criteria for Career Deputy. This would also put us ahead of PBSO in 2024, a neighboring competitor.

Tier	Years of Service Required	Minimum Skills Required	Step	BSO Career Deputy Tier 1	BSO Career Deputy Tier 2	BSO Career Deputy Tier 3	BSO Career Deputy Tier 4
Tier 1	6	4	1	\$75,350	\$79,117	\$83,073	\$87,227
Tier 2	10	6	2	\$79,117	\$83,073	\$87,227	\$91,588
Tier 3	14	8	3	\$83,073	\$87,227	\$91,588	\$96,167
Tier 4	18	10	4	\$87,227	\$91,588	\$96,167	\$100,975
			5	\$91,588	\$96,167	\$100,975	\$106,024
			6	\$96,167	\$100,975	\$106,024	\$111,325
			7	\$100,975	\$106,024	\$111,325	\$116,891
			8	\$106,024	\$111,325	\$116,891	\$122,735
			9	\$111,325	\$116,891	\$122,735	\$128,872
			10	\$116,891	\$122,735	\$128,872	\$135,316

Recruitment, Training, Wages, and Benefits Suggestions



- **Sergeants Salary Table Adjustment:** Compress the salary table for DLE Sergeants into a 7 step system. The I.U.P.A. Local 6020 recommends the following salary table for DLE Sergeants in order to moved BSO among the top paying Sheriff’s Offices in the State of Florida. This would also eliminate the salary compression and inversion as noted in this presentation. This would also put us ahead of PBSO in 2024, a neighboring competitor.

Step	Salary
1	\$107,000
2	\$112,350
3	\$117,968
4	\$123,866
5	\$130,059
6	\$136,559
7	\$143,384

Recruitment, Training, Wages, and Benefits Suggestions



- **Longevity Leave:** Deputies and Sergeants will earn longevity leave after completing the following years of continuous services at the rank of Department of Law Enforcement Deputy Sheriff or Sergeant. The time will be added in the bargaining unit members longevity leave time bank. The employee may carry over no greater than 24 hours of longevity leave per calendar year. All accrued time in excess of twenty-four (24) hour cap will be lost by the employee if not used within the calendar year.

Years of Service	Hours of Longevity Leave Earned
5	32
10	64
15	72
20	80
25	88

Recruitment, Training, Wages, and Benefits Suggestions



- **More Training for New Deputies:** BSO has hired a large number of newer deputies over the past few years. In order to make up for the growing number of newer deputies, BSO should provide additional in-service training to include patrol operations, criminal law, and criminal investigations for deputies with two years or less.
- **Incentivize Experience Diversity:** Each BSO district contains 4 road patrol squads. In some instances, some squads can become primarily comprised of newer Deputies without or with very little presence on the squad from experienced Deputy Sheriffs. The I.U.P.A. Local 6020 recommends having a slot or slots on each squad where an experienced Deputy Sheriff can voluntarily bid for and if selected by command staff would receive an additional biweekly supplemental pay of 5% for filling the slot. This would incentivize experienced Deputy Sheriffs to work shifts where there are newer Deputies in order to add experience to a newer shift which would benefit the newer Deputies and BSO. The I.U.P.A. Local 6020 also recommends this same supplemental incentive for Sergeants with five or more years of experience as a Sergeant who bid for and are selected by command staff to supervise a less experienced squad.

Recruitment, Training, Wages, and Benefits Suggestions



- **Encourage FBI- LEEDA Training:** BSO should encourage supervisors, including sergeants to register for the FBI's LEEDA course.
- **Exemplary Police Leadership Workshop:** BSO provide the [*Exemplary Police Leadership Workshop to supervisors*](#). This workshop will afford the participants with the ability to examine exemplary police leadership, how to implement culture change, accountability, and craft a strategic plan. This is a fast-paced leadership seminar, designed for a fast paced world which covers modern leadership practices.

Recruitment, Training, Wages, and Benefits Suggestions



- **Military Supplemental Pay:** Department of Law Enforcement Deputies and Sergeants with military experience shall receive a monthly supplemental pay of \$80 (equivalent to the bachelor's degree supplemental pay). This can be used as a recruitment tool to further incentive members of the military and veterans to apply as a BSO Deputy Sheriff.
- **Incentive Career Development:** Department of Law Enforcement Deputies and Sergeants who work or have previously worked in District Level Criminal Investigations and Crime Suppression Team shall receive one (1) percentage point on the Sergeant or Lieutenant promotional exam. Deputies and Sergeants who work or have previously worked in Countywide Criminal Investigations, Crime Scene Unit, Internal Affairs, Public Corruption, Countywide Burglary Apprehension Team, VIPER, Traffic Homicide Unit shall receive two (2) percentage points on the Sergeant or Lieutenant promotional exam. This will increase competitiveness for those seeking to get into specialized units.

Recruitment, Training, Wages, and Benefits Suggestions



- **Additional In-service Driving:** The I.U.P.A. Local 6020 recommends that BSO hold in-service driving training at least every 3 years instead of every 4 years to address the **435** preventable traffic crashes involving DLE.
- **Preventable Crash Free Bonus:** DLE Deputies and Sergeants with at least five years of continuous service with BSO will be eligible for a annual preventable crash free bonus of \$1,000 for each year they complete without being involved in a preventable traffic crash. The financial bonus will incentive safe driving which could help result in lower amount of preventable traffic crashes.
- **Workout Time:** In addition to meal breaks, DLE Deputies and Sergeants who are not on a probationary status will be allowed 45 minutes per shift where they work at least 8 hours to workout on duty. The employee opting to do so would need to advise dispatch over the radio and complete a sign in sheet with their immediate supervisor.

Recruitment, Training, Wages, and Benefits Suggestions



- **Increase Specialized Unit Supplemental Pay:** Most specialized units pay Deputies and Sergeants \$75 biweekly. The I.U.P.A. Local 6020 would recommend increasing it from \$75 biweekly to a biweekly supplement of (5%) of the Deputy or Sergeant's biweekly pay.
- **Administrative Time for On Call Supervisors:** Sergeants assigned to specialty units which require them routinely to be on a 24 hour call out rotation schedule shall receive (24) hours of administrative time annually that will be forfeited at the end of the calendar year if not used.
- **Increase Holiday Time:** Holiday time can be accrued based on the amount of hours the employee normally works. If the Deputy or Sergeant works 8 hours they accrue 8 hours, if the Deputy or Sergeant works 10 hours they get 10 hours, if the Deputy or Sergeant works 12 hours they get 12 hours.

Recruitment, Training, Wages, and Benefits Suggestions



- **Expand Take Home Vehicle Program:** Expanding the take home vehicle program into Collier County would allow BSO to further expand the geographical area where they can recruit and could result in a larger and stronger applicant pool.
- **In-service Criminal Investigations Training:** BSO should add in-service training every two years which consists of training involving criminal investigations, report writing, as well as a criminal law refresher course. The additional training may help Deputies and Sergeants more efficiently conduct investigations which may help improve the clearance rate and lower crime in the community. Lowering crime and improving the clearance rate results in a safer community and improves BSO's image, trust and reputation among the community which could also result in more applicants seeking to become employed at BSO.

Recruitment, Training, Wages, and Benefits Suggestions



- **Health Care Retirement:** The I.U.P.A. Local 6020 recommends establishing a medical insurance contribution retirement program for members. Members can voluntarily enroll and contribute yearly to the fund and upon retirement be provided medical insurance until age 65. This would be a good recruitment and retention incentive.
- **Joint Meetings:** Broward County was in the bottom **17%** in crime rate per 100,000 among counties in Florida and was in the bottom **10%** in clearance rate among counties in Florida. The impact crime has on a community is detrimental. The I.U.P.A. Local 6020 recommends annual joint meetings between the I.U.P.A. Local 6020, BSO, the Broward State Attorney's Office, and the Chief Judge of Broward County to review and discuss crime trends. These meetings would allow all components of the criminal justice system to ensure effective policies are in place which target offenders, lower the crime rate, create a safer community, and create a safer work environment for the I.U.P.A. Local 6020 members. An increase in property values may also result in an increase in the taxable value of the property.

Recruitment, Training, Wages, and Benefits Suggestions



- **Wellness Center:** The I.U.P.A. Local 6020 recommends Broward County provide a Wellness Center similar to what Louisville, Kentucky provides. The Wellness Center can provide free medical exams to BSO law enforcement Deputies and Sergeants and their families. The Wellness Center can look into partnering with Hero4Hero to provide counseling resources for those who voluntarily seek it. Employees who voluntarily use the Wellness Center for a medical examination at least once per year should receive an 8 hour bonus day that is not able to be cashed out.

Recruitment, Training, Wages, and Benefits Suggestions



- **Fully Subsidized Medical Insurance:** The I.U.P.A. Local 6020 recommends BSO offer fully subsidized medical insurance for the employed DLE Deputy or Sergeant. Fully subsidized medical insurance would be a very strong recruitment incentive and would be a strong incentive for those currently employed to remain with BSO.
- **Rifle Rated Ballistic Vests:** Providing DLE Deputies and Sergeants with the best training is imperative. It is important that DLE Deputies are also provided the best protection as well. The I.U.P.A. Local 6020 recommends BSO provide rifle rated ballistic vests to all DLE Deputies and Sergeants.

Recruitment, Training, Wages, and Benefits Suggestions



- **Bereavement Leave:** The I.U.P.A. Local 6020 recommends BSO enter into an agreement with the I.U.P.A. regarding 12.5 of the CBA on bereavement leave. The passing of a loved one is unpredictable and using bereavement leave may penalize the employee financially if they worked overtime during the pay period in which they utilized bereavement leave.
- **FMLA Leave:** The I.U.P.A. Local 6020 recommends BSO enter into an agreement with the I.U.P.A. Local 6020 regarding 12.5 of the CBA on FMLA leave. Employees and their spouses in some cases utilize FMLA leave to assist in caring for a newborn. In some cases the employee's spouse is on unpaid FMLA leave which results in a reduced income for the household. In order to assist with the financial strain of the reduced income and the added expenses of having a newborn, some employees may need to work overtime outside of their scheduled work hours which they are on FMLA leave for. Currently under 12.5 of the CBA, any accrual type being used on FMLA leave will not count as hours worked for computing overtime. Changing this will ease the employees financial situation during this financially difficult time and allow them to assist the agency with filling a potential vacancy during a shift.

Conclusion



Conclusion



- BSO's goal is be the best.
- Recruiting the best and retaining qualified deputies who gain training and experience the longer they work at BSO is paramount towards providing the best service to the community.
- Challenges holding BSO from reaching it's full potential are 95 DLE Deputy Sheriff vacancies, a decrease in the amount of Deputies hired according to the FDLE report, a 36% higher internal investigation rate and a 67% higher separation rate of deputies when compared to a bordering competing agency (PBSO), 435 preventable traffic crashes, having one of the highest inflation rates in the country, and salary compression with DLE Deputies and Sergeants.
- The I.U.P.A. Local 6020 believes these challenges can be overcome based on the suggestions presented in this presentation.

Contact Information



Contact Information



- Any questions regarding information can be directed to the International Union of Police Associations (I.U.P.A.) Local 6020 using the below information:

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