

City of Pompano Beach, FL

Standalone Police
Department Strategic Assessment
Project Report / February 2026



RAFTELIS



February 23, 2026

Greg Harrison
City Manager
City of Pompano Beach, FL
100 Atlantic Boulevard
Pompano Beach, FL 33060

Subject: Standalone Police Department Strategic Assessment

Dear Mr. Harrison:

We are pleased to present this Standalone Police Department Strategic Assessment, prepared to support the City of Pompano Beach (the City) in evaluating its long-term public safety service delivery options and policy choices. This assessment was undertaken in response to the City's interest in understanding the operational, financial, organizational, and governance implications associated with establishing a standalone municipal police department, as well as the alternatives available to meet community public safety needs.

The report reflects a comprehensive and structured analysis informed by multiple sources of information. These include a detailed review of the City's current organizational capacity and resources; an examination of the longstanding operational and contractual relationship between the City and the Broward Sheriff's Office (BSO); an assessment of public safety service levels, staffing, and workload; and extensive engagement with City leadership, staff, and community stakeholders. Together, these inputs provide a fact-based foundation for evaluating service delivery options and understanding the tradeoffs inherent in each approach.

Public safety is among the most critical and visible responsibilities of local government, and decisions related to service delivery models carry long-term implications for fiscal sustainability, organizational capacity, accountability, and community trust. Accordingly, this assessment is not intended to advance a single predetermined outcome. Rather, it is designed to provide the City with a clear, objective framework for comparing alternatives, understanding near- and long-term cost drivers, identifying implementation risks, and assessing how different service delivery models align with the City's priorities, values, and expectations for public safety.

We believe this report equips City leadership and decision-makers with the information necessary to engage in informed, transparent discussions about the future of public safety in Pompano Beach. We appreciate the opportunity to partner with the City on this important effort and look forward to your review of this draft report prior to finalization.

Sincerely,

A handwritten signature in black ink that reads "Jonathan R. Ingram". The signature is fluid and cursive.

Jonathan Ingram
Vice President

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Executive Summary

The City of Pompano Beach faces a fundamental policy decision regarding the future of law enforcement service delivery: whether to continue contracting with the Broward Sheriff's Office (BSO), pursue modifications to that contractual relationship, or establish a standalone municipal police department under City governance. This decision carries significant implications for public safety oversight, community trust, service delivery, organizational control, and both short- and long-term fiscal sustainability.

In recent years, questions about law enforcement presence, responsiveness, transparency, and alignment with community priorities have emerged as recurring themes in public dialogue. While many residents and stakeholders acknowledge the professionalism and scope of services provided under the current BSO contract, others have expressed a desire for greater local influence over policing priorities, costs, policies, and day-to-day operations. These perspectives—along with rising contract costs and uncertainty about long-term financial exposure—prompted the City to undertake a comprehensive feasibility assessment of alternative approaches to delivering police services.

The central question addressed in this report is not whether Pompano Beach receives police services today, but how those services are governed, structured, and paid for in the future. Establishing a standalone police department would provide the City with the greatest degree of control over law enforcement strategy, organizational design, budget, and community engagement. At the same time, it would require a substantial financial commitment, significant implementation effort, and acceptance of new operational and legal risks. Conversely, remaining with BSO—whether under the existing agreement or a renegotiated contract—offers continuity and economies of scale, but limits the City's direct authority over how services are prioritized and delivered.

To support informed decision-making, the City engaged Raftelis to conduct an objective, planning-level assessment of these options. The analysis was designed to answer three core questions:

1. What level of staffing, organization, and resources would be required for Pompano Beach to operate a standalone police department that maintains current service levels?
2. What are the estimated operating and capital costs associated with that option, both during transition and over the long term?
3. What alternative pathways exist that could address community concerns while mitigating cost, risk, or implementation complexity?

This report does not advocate for a specific outcome. Instead, it provides a structured evaluation of the tradeoffs inherent in each option, recognizing that the appropriate path forward depends on the City's policy priorities, risk tolerance, fiscal capacity, and long-term vision for public safety governance. The analysis is intended to equip the City Commission, City leadership, and the community with a clear understanding of the implications of each alternative—so that any decision is deliberate, transparent, and aligned with Pompano Beach's values and goals.

Current Law Enforcement Service Delivery Context

Pompano Beach currently receives law enforcement services through a contractual agreement with the Broward Sheriff's Office. Under this arrangement, BSO provides a comprehensive range of policing services that include

direct, community-facing operations delivered by personnel assigned to the Pompano Beach District, as well as a substantial volume of indirect, special detail, and countywide services delivered through centralized BSO units.

The governing agreement specifies minimum staffing levels and categories of service, but the City's effective level of service extends beyond those minimums. In practice, Pompano Beach relies on a broad network of countywide BSO resources for investigations, tactical response, aviation support, detention services, communications, technology, administrative functions, and other specialized capabilities that are not staffed exclusively for the City but are accessed as needed. This regionalized service model provides access to specialization and economies of scale that would be difficult for a standalone municipal department to replicate without additional cost. However, it is important to note that BSO provides many specialized services, such as air rescue and forensic testing, to all jurisdictions in Broward County, regardless of whether they contract with BSO.

Importantly, this assessment does not evaluate the quality or professionalism of services delivered by the BSO Pompano Beach District. Based on interviews, data review, and stakeholder input, the City receives a full spectrum of law enforcement services comparable to similarly sized communities in Broward County. Instead, the purpose of this analysis is to clearly define how services are currently delivered, how responsibilities and costs are allocated under the contract, and what functional capacity the City effectively receives today. Establishing this baseline is essential to understanding the implications—operational, financial, and organizational—of alternative service delivery models.

This context also highlights a central policy tension identified throughout the assessment. While the current model provides access to scale, specialization, and regional infrastructure, it inherently limits the City's direct control over organizational structure, deployment decisions, and long-term cost drivers. The alternatives evaluated in this report explore how different service delivery arrangements would rebalance that trade-off between local control, service flexibility, and cost.

Assessment Approach and Information Sources

To evaluate the implications of alternative law enforcement service delivery models, the project team employed a multi-pronged analytical approach that combined document review, data analysis, benchmarking, stakeholder engagement, and professional judgment informed by public safety best practices. The intent was not to rely on any single source of information, but rather to triangulate across multiple perspectives to develop a realistic, defensible understanding of both current conditions and future requirements.

The starting point for the analysis was a detailed review of the existing Police Services Agreement between the City of Pompano Beach and the Broward Sheriff's Office. The contract establishes minimum staffing levels, defines the scope of services provided, and allocates responsibility for direct services, indirect services, special detail services, and countywide services. This contractual framework served as the basis for understanding what services are currently delivered, how they are organized, and how costs are structured.

From there, the project team conducted extensive engagement with BSO leadership and staff assigned to or supporting the Pompano Beach District. These discussions were critical to understanding how services are delivered in practice, including the role of regional and centralized units, how staffing resources are flexed across jurisdictions, and how economies of scale affect both service delivery and cost. This operational context informed the development of planning-level estimates for staffing, assets, and support functions that would need to be replicated or replaced under alternative models.

In parallel, the team conducted a targeted benchmarking analysis of comparable Florida municipalities that operate standalone police departments. These benchmarks were selected in consultation with the City and reflect coastal communities of similar size, service demands, and operating environments. In addition to reviewing publicly available budget and staffing data, the project team held in-depth conversations with command staff from several benchmark departments to understand how they organize patrol, investigations, community policing, internal services, and specialized functions. Benchmarking was used to inform—not dictate—staffing assumptions, operating cost ranges, and capital planning considerations.

Community engagement represented a third critical pillar of the study approach. In addition to facilitating a series of public meetings designed to gather resident perspectives on current policing services, community priorities, and perceptions regarding potential alternatives, the project team also conducted individual briefings with each member of the City Commission early in the assessment process. These one-on-one conversations provided important insight into elected officials’ priorities, concerns, and policy objectives, and helped frame the questions the analysis was designed to address.

The project team also engaged with a range of community and stakeholder groups representing different vantage points, including neighborhood associations, business interests, civic organizations, and other community-based stakeholders. These discussions complemented the broader public meetings by capturing perspectives that may not always be reflected in formal public forums and by providing additional context regarding how policing services intersect with neighborhood quality of life, economic activity, and community trust.

As with other qualitative inputs, stakeholder feedback did not prescribe a specific organizational outcome. Instead, it informed the framing of policy considerations and helped ensure that the analysis reflects the diverse priorities and expectations that City leadership must weigh as it considers alternative service delivery models.

Finally, all quantitative analyses and comparative data were interpreted through the professional judgment of the project team’s public safety subject matter experts. Law enforcement service delivery does not translate cleanly from one jurisdiction to another, particularly when moving from a large countywide organization to a municipal department. As such, the estimates and scenarios presented in this report are intentionally framed as planning-level assumptions, designed to support informed policy decision-making rather than to serve as a final operating or budget plan.

Together, these methods provide a comprehensive foundation for evaluating the City’s options. They also underscore an important point for readers: the findings that follow are best understood as decision-support tools, intended to clarify implications, risks, and tradeoffs—rather than as prescriptive conclusions about a single “right” path forward.

Key Conclusions of the Assessment

Taken together, the operational analysis, financial modeling, benchmarking, and extensive engagement with City leadership and the community lead to several clear conclusions. These conclusions are not intended to advocate for a specific outcome. Rather, they define the policy choices, tradeoffs, and decision space facing the City as it considers how law enforcement services should be governed, funded, and delivered in the future.

At its core, this assessment is about local control, public safety outcomes, and fiscal responsibility. The analysis evaluates what it would take for the City to assume greater authority over policing services, what that authority would cost, and what risks and opportunities would accompany different service delivery approaches. In doing so, the assessment provides a fully developed cost and operating model for a standalone city police department, while also identifying alternative pathways that could address many of the City’s stated priorities while mitigating cost,

risk, or implementation complexity. The City receives a comprehensive and professionally delivered set of law enforcement services today.

The conclusions below are intended to help City leadership and the community understand what has been learned, what tradeoffs are unavoidable, and where meaningful policy discretion exists. The assessment does not evaluate the quality or professionalism of current law enforcement services in Pompano Beach. The City receives a comprehensive and professionally delivered set of law enforcement services today. This analysis focuses instead on governance, control, cost, and long-term alignment between public safety services and community priorities—not on the performance of current personnel or operations.

Key Conclusions

- 1. The central policy question is whether increased local control of policing priorities and the ability to make direct cost control choices justifies increased cost, risk, and long-term financial exposure.** Community engagement and discussions with City leadership consistently highlighted a desire for greater local influence over policing priorities, transparency, and service delivery. A standalone police department would provide the highest level of local control, but it would also require the City to assume full operational, financial, and legal responsibility for policing services.
- 2. Replicating existing service levels through a standalone city police department is feasible but materially more expensive than the current contract model.** The analysis demonstrates that the City can replicate the functional level of service currently provided through the Broward Sheriff's Office. Doing so requires replacing countywide infrastructure and economies of scale with City-based capacity, resulting in higher ongoing staffing requirements, expanded administrative functions, and substantial capital investment.
- 3. Personnel, facilities, and the loss of regional economies of scale are the dominant cost drivers of creating a standalone City department.** Personnel costs account for the majority of operating expenses, while facilities represent the most significant one-time capital investment. Together, these factors explain most of the cost differential between a standalone department and continued contracting.
- 4. The current contract structure limits the City's ability to fully predict and influence long-term costs and service priorities.** While the agreement clearly defines minimum staffing for direct services, it provides less specificity regarding regional and countywide services, capital cost allocation, and long-term cost escalation. This limits the City's ability to fully align expenditures with local priorities and to forecast costs with certainty over time.
- 5. Community input emphasized outcomes—visibility, responsiveness, and accountability—rather than organizational structure alone.** Feedback from residents and stakeholders did not coalesce around a single preferred governance model. Instead, input consistently focused on how policing is experienced in daily life, reinforcing that organizational structure is a means to achieving desired public safety outcomes, not an end in itself.
- 6. Multiple viable service delivery alternatives exist that could increase local influence while mitigating cost, risk, or implementation complexity.** In addition to a fully standalone police department, the assessment identifies several alternative pathways, including hybrid service models, regional or peer-agency partnerships, and renegotiation of the existing agreement. While these alternatives have not been cost-modeled to the same level of detail as the standalone department, they represent viable options that could preserve access to specialized services, reduce capital and staffing risk, and potentially create value for both the City and the broader region.
- 7. The standalone department cost model provides a planning-level benchmark against which other alternatives can be evaluated.** The detailed operating and capital cost estimates developed for a standalone department establish a transparent, defensible reference point. This benchmark can be used by the City to assess whether alternative approaches meaningfully reduce cost, risk, or implementation complexity while still advancing the City's public safety goals.

8. **Implementation risk is material and must be actively managed under any path that increases City responsibility for service delivery.** Staffing availability, labor market competition, governance and decision latency, and long-term pension exposure represent real and unavoidable risks. These risks do not preclude change, but they reinforce the importance of deliberate sequencing, early negotiation, and disciplined implementation planning. While the analysis demonstrates that a standalone department is operationally feasible from a structural and financial standpoint, successful implementation is highly dependent on the City’s ability to attract, hire, and retain a sufficient number of qualified sworn and civilian personnel within a compressed timeframe.
9. **The City’s decision is ultimately a policy judgment about governance, accountability, implementation feasibility, timing, and long-term priorities.** No option is without tradeoffs. This assessment equips the City with the information needed to decide whether—and how—to pursue greater local control over policing in a manner that balances public safety outcomes, fiscal sustainability, and community expectations.

Taken together, these conclusions clarify that the City is not choosing between “good” and “bad” policing, but between different governance, cost, and risk profiles for delivering public safety services. Each option available to the City carries real tradeoffs on both sides related to local control, financial commitment, implementation complexity, and long-term flexibility.

The purpose of this assessment is therefore not to prescribe a single course of action, but to ensure that any decision is made with a clear understanding of what the City gains, what it assumes, and what it risks under each approach. With this context established, the sections that follow summarize the alternative service delivery pathways available to the City and the implications associated with each.

Summary of Law Enforcement Service Delivery Alternatives

Based on the analysis, the City has several viable paths forward for the provision of law enforcement services. These alternatives differ in the degree of local control they afford, the cost and risk they introduce, and the complexity of implementation required. Importantly, these options should not be viewed as binary choices, but as a spectrum of approaches that can be refined, combined, or phased over time.

- **Option 1: Establish a Standalone City Police Department.** This option provides the City with the greatest level of local control over policing strategy, costs, organizational structure, and resource allocation. Under this model, the City would assume full responsibility for delivering law enforcement services, supported by a City-appointed Chief of Police operating under the direction of the City Manager and governing body. This assessment includes a fully developed operating, capital, and transition cost model for this option, which serves as a planning-level benchmark for evaluating other alternatives.
- **Option 2: Establish a Hybrid Service Delivery Model.** Under a hybrid model, the City would establish a police department responsible for delivering direct, community-facing services—such as patrol and neighborhood policing—while continuing to contract for selected regional, specialized, or indirect services. These services could potentially be provided by the Broward Sheriff’s Office or by a peer agency under a contractual arrangement. This approach could increase local influence over day-to-day policing while mitigating some capital, staffing, and implementation risks.
- **Option 3: Establish a Regional or Peer-Jurisdiction Partnership Model.** This option would involve the City establishing its own police department while pursuing longer-term opportunities to partner with neighboring jurisdictions or to provide or receive contract services regionally. While this approach has the potential to create economies of scale and shared specialization over time, it would require significant

intergovernmental coordination and is best viewed as a longer-term strategy that would follow, rather than precede, the successful establishment of City-based policing capacity.

- **Option 4: Renegotiate the Police Services Agreement with the Broward County Sheriff's Office.** The City could also pursue a revised contract that enhances cost transparency, introduces stronger cost-containment mechanisms, clarifies asset ownership and capital responsibilities, and creates more formal pathways for City input into service priorities and deployment decisions. While this option preserves the efficiencies of a countywide organization, it offers more limited local control than City-operated models.

Each of these alternatives reflects a different balance between control, cost, risk, and flexibility. The sections that follow explore these options in greater detail, including cost implications where available, implementation considerations, and the policy questions the City would need to resolve under each path.

OPTION 1: ESTABLISH A STANDALONE CITY POLICE DEPARTMENT

Establishing a standalone city police department represents the most comprehensive and transformative option evaluated in this assessment. Under this model, the City would assume full responsibility for the governance, staffing, operations, and oversight of law enforcement services, operating under a City-appointed Chief of Police reporting to the City Manager and governing body.

This option provides the highest degree of local control over policing strategy, organizational structure, resource allocation, and community engagement. It would allow confirmation that public safety priorities are defined at the City level and that policies, deployment decisions, and accountability mechanisms are directly aligned with community expectations and elected officials' direction.

From an operational standpoint, the analysis demonstrates that the City can replicate the functional level of service currently provided through the Broward Sheriff's Office, including patrol, investigations, community policing, and professional standards. However, doing so requires the City to build internal capacity that is currently embedded within a large countywide organization. This includes expanded administrative functions, training and professional standards infrastructure, and supervisory capacity necessary to operate as an independent department.

Staffing Projections

To evaluate the feasibility of establishing a standalone City police department, the project team developed a planning-level staffing model designed to replicate the functional level of service currently provided under the existing Police Services Agreement while accounting for the additional infrastructure required to operate as an independent agency. The model distinguishes between **direct staffing**—positions currently specified in the Police Services Agreement and assigned to serve Pompano Beach—and **indirect staffing**—functions presently delivered through BSO's centralized or countywide systems that are attributable to Pompano Beach service delivery.

Direct staffing projections are grounded in the positions specified in the existing agreement. In most cases, the model assumes continuation of the same number of personnel currently assigned to serve the City. Where adjustments are reflected, they are limited and intentional, based on operational best practices identified by law enforcement subject matter experts, appropriate supervisory span-of-control standards, and organizational design considerations consistent with similarly sized standalone municipal departments. This ensures that the baseline sworn staffing model for patrol, investigations, community policing, and command functions is anchored in the actual service configuration currently delivered to residents, rather than derived solely from generalized population ratios.

Indirect staffing encompasses both operational support functions and specialized capabilities that are currently delivered through BSO's shared countywide systems but contribute materially to law enforcement service delivery

in Pompano Beach. These include administrative and professional support services—such as technology, recruiting and hiring infrastructure, training administration, professional standards, fiscal and procurement support—as well as specialty investigative and operational functions that may not be embedded at the district level but are deployed on behalf of the City.

Because these resources are provided through centralized systems that achieve economies of scale, the project team estimated Pompano Beach’s proportionate share using a combination of population-based allocation methodologies, benchmark staffing patterns from similarly sized standalone municipal departments, and analysis of the City’s share of overall county workload—for example, the percentage of violent crimes investigated in Pompano Beach relative to countywide totals. This multi-factor approach was designed to produce a realistic replication of current service levels while avoiding understatement of the infrastructure necessary to operate independently.

In addition, the project team engaged extensively with the City’s internal service departments—including Human Resources, Finance, Information Technology, Procurement, Fleet, and Facilities—to identify critical support functions that would require augmentation to sustain an expanded police operation. While these positions may not reside within the Police Department organizational chart, they represent real and necessary staffing impacts associated with transition and ongoing operations.

The table below summarizes the estimated baseline staffing level required to stand up a standalone police department based on these apples-to-apples comparisons and allocation assumptions. The intent of this model is to provide a reasonable and defensible planning-level benchmark that allows the City to compare the standalone option to continued contracting on a consistent basis.

It is important to emphasize, however, that these figures are not a fixed organizational blueprint. Should the City elect to establish a police department, one of its first and most consequential actions would be the recruitment and appointment of a Chief of Police and senior command staff. That leadership team would have significant professional latitude to refine the organizational structure, adjust staffing levels, and determine deployment strategies consistent with the governing body’s policy direction and budgetary parameters. As a result, the ultimate configuration of the department could vary meaningfully from the baseline presented here.

Accordingly, these staffing projections should be understood as planning-level estimates designed to inform policy deliberation—not a final or binding representation of what the department would necessarily look like in the future.

Table 1: Total Estimated Staffing Needs by Group

Category	Total Estimated Staffing Baseline
Command	5.0
Patrol	197.0
Investigations	84.0
Surveillance and Tactical Ops	15.0
Community Policing	31.0
Professional Standards and Training	15.0
Internal Support Services	68.0 ¹
Attrition	9.0
Total	424.0²

Cost and Capital Implications

This assessment includes a fully developed planning-level cost model for a standalone city police department. The model reflects realistic staffing assumptions, operating costs, capital investments, and transition timing required to maintain existing service levels. Key cost drivers include personnel, facilities, fleet, equipment, and technology.

The analysis shows that operating a standalone department would be materially more expensive than continuing to contract for services, largely due to the loss of countywide economies of scale and the need to independently fund internal services and specialized functions. In addition to higher ongoing operating costs, this option requires significant one-time capital investment—most notably related to facilities and startup assets—along with ongoing capital replacement costs.

Importantly, these estimates are intended to provide a planning-level benchmark, not a final adopted budget. Actual costs would ultimately depend on policy decisions regarding service scope, facility strategy, staffing levels, compensation, and long-term benefit structures.

The following table summarizes the projected cost impact of developing a standalone police department, comparing operating cost, one-time and ongoing capital, and taxpayer impact.

¹ 44.0 in the Police Department, the others in other City departments.

² 400.0 in the Police Department.

Table 2: Summary of Cost and Taxpayer Impact

Planning-Level Estimates; Standalone Police Department Compared to Continued Contracting

Category	Standalone City Police Department	BSO Contract Estimates	Net Difference / Impact
One-Time Capital Costs			
• Facilities (New / Expanded)	~\$106.8 M	\$—	+\$106.8 M
• Fleet, Equipment, Technology	~\$38.8 M	\$—	+\$38.8 M
Total One-Time Capital Investment	~\$145.6M	\$—	+\$145.6M
Ongoing Annual Operating Costs³			
• Personnel	~\$89.1 M	\$64.0 M	+\$25.1 M
• Non-Personnel Operations	~\$10.7 M	~\$11.0 M	-\$0.3 M
Total Annual Operating Cost	~\$99.8 M	~\$75.0 M	+\$24.8 M
Estimated Annual Capital Financing / Replacement⁴	~\$8.1 M	Rehabilitation costs ⁵	+\$8.3 M
Total Annual Cost of Police Services	~\$107.9 M	~\$75.0 M	+\$32.9 M⁶
Estimated Property Tax Impact			
• Millage Estimate	~1.50 mills	— mills	+1.50 mills
• Annual Impact – \$200k Home	~\$226	\$—	+\$226
• Annual Impact – Median-Value Home	~\$408	\$—	+\$408
• Annual Impact – \$500k Home	~\$677	\$—	+\$677

Footnotes for table:

- All figures represent planning-level estimates based on Fiscal Year (FY) FY2026–FY2027 dollars and are not an adopted budget.
- Standalone department costs assume maintenance of existing service levels and include both direct and indirect functions currently provided through regional resources.
- Property tax impacts are illustrative and assume full funding through ad valorem revenue; alternative funding strategies could materially affect these estimates.
- Projected BSO contract costs reflect assumed annual escalations and do not include potential renegotiation outcomes.

Governance, Risk, and Implementation Considerations

While a standalone department maximizes local control, it also places full operational, legal, and financial responsibility for policing services on the City. Implementation would require disciplined sequencing, early leadership decisions, negotiated transition arrangements, and sustained focus over a multi-year period.

³ FY2029, the first assumed year of full operations.

⁴ FY2029, the first assumed year of full operations.

⁵ Would depend on the extent of updates needed.

⁶ Based on an assumed increase of 5% per year.

The most significant implementation risks include the City’s ability to recruit and retain a sufficient number of experienced sworn personnel in a competitive labor market, the pace of decision-making during the startup period, and long-term exposure related to personnel costs and retirement systems. These risks do not make the option infeasible, but they underscore the importance of deliberate planning and proactive risk management.

Summary Assessment

A standalone city police department offers the greatest opportunity for local governance, transparency, and alignment between policing strategy and community priorities. At the same time, it represents the highest-cost and highest-risk option evaluated in this assessment. The central policy question for the City is whether the benefits of increased local control and accountability warrant the associated financial commitment, implementation complexity, and long-term responsibility.

To support an informed policy decision, the assessment evaluates the long-term fiscal implications of maintaining the current contracted law enforcement model compared to establishing a standalone city police department. While the Broward Sheriff’s Office contract provides predictability in the near term, historical cost trends indicate that contract expenditures have grown at an average annual rate of approximately 6% over the past 10 years, driven largely by countywide labor agreements, benefit cost escalation, and capital cost pass-throughs that are outside the City’s direct control.

By contrast, a standalone department would require significant one-time startup and capital investments, followed by higher ongoing operating costs in the early years, but would place the City in direct control of staffing levels, organizational structure, service priorities, and long-term cost drivers. Over time, this governance shift creates the potential for a different cost trajectory—one shaped by City policy decisions, internal labor agreements, and deliberate tradeoffs between service levels and affordability.

The figure below summarizes projected long-term operating costs under both approaches, illustrating how differences in governance, staffing, capital responsibility, and annual cost growth assumptions translate into materially different financial outcomes for the City and its taxpayers over a 10-year planning horizon. It shows projected City Department costs under three scenarios:

1. **Model Assumptions:** The default cost assumptions used in the staffing and operational model described in this report. The model assumes an average annual 6.7% increase in personnel costs, based on the average annual wage increases in the most recently adopted Firefighter collective bargaining agreement, as the most relevant public safety analogue. Non-personnel costs are assumed to increase by 2.0% per year, based on City expenditure history. These assumptions equate to an average cost increase of approximately 6.3% per year.
2. **Consumer Price Index:** The second scenario shown below assumes that costs will increase at a similar rate to inflation. The Consumer Price Index (CPI) for the Miami-Fort Lauderdale-West Palm Beach metropolitan area increased by an average of approximately 3.8% per year over the past 10 years, according to the Bureau of Labor Statistics.
3. **City Historical Average:** The third scenario assumes that costs will increase at a similar rate to the City’s historical average. The City’s actual General Fund expenditures have increased by an average of approximately 7.5% per year over the past 10 years, according to data reported in the City’s OpenGov portal.

All three of these scenarios are compared to estimated BSO contract costs. Costs are assumed to increase by 5.0% per year..

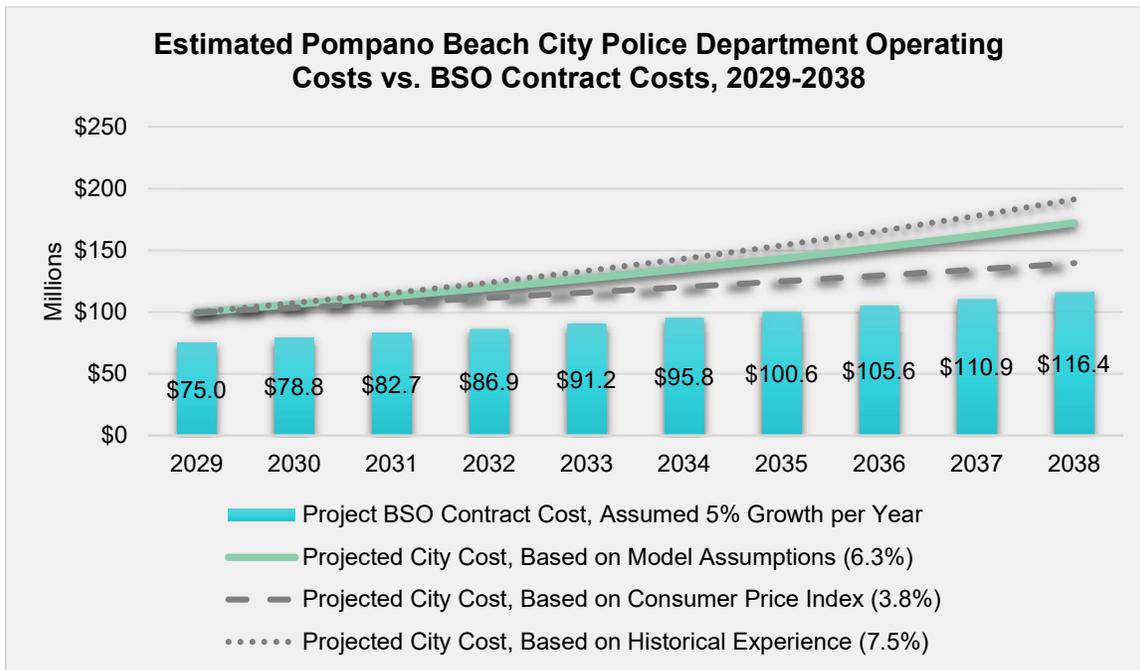


Figure 1: Estimated Operating Cost Comparison to Contract, FY2029-2033

OPTION 2: ESTABLISH A HYBRID LAW ENFORCEMENT SERVICE DELIVERY MODEL

A hybrid service delivery model represents a middle-ground approach between a fully standalone city police department and continued full-service contracting. Under this option, the City would establish a City-operated police department responsible for direct, community-facing services, while continuing to obtain selected regional, specialized, or indirect services through contractual arrangements.

In practice, this model would allow the City to assume responsibility for patrol, neighborhood policing, community engagement, and other functions that have the most direct interaction with residents. At the same time, the City could continue to rely on an external provider—such as the Broward Sheriff’s Office or a peer agency—for services that benefit from scale, specialization, or centralized infrastructure, including certain investigative functions, specialized tactical teams, or technical support services.

Governance and Service Delivery Implications

The primary advantage of a hybrid model is that it meaningfully increases local control over day-to-day policing without requiring the City to immediately assume responsibility for the full spectrum of law enforcement services. A City-appointed Chief of Police would have authority over the organization, deployment, and culture of direct services, allowing the City to more directly align policing practices with community priorities and policy direction.

At the same time, this approach preserves access to specialized capabilities that are difficult or costly to replicate independently. By contracting for selected services, the City could maintain continuity of service and reduce the need to build complex functions during the early stages of departmental development.

Cost and Capital Considerations

While this assessment does not include a fully developed cost model for a hybrid approach, this option has the potential to reduce both operating and capital costs relative to a fully standalone department. By limiting the scope

of services, the City must deliver independently, the City could defer or avoid certain staffing, facility, and equipment investments—particularly those associated with highly specialized or low-frequency services.

In addition, a hybrid model could reduce near-term facility pressures. If the City assumes responsibility only for direct services initially, the existing public safety facility may be sufficient to support operations, potentially avoiding or delaying the need for a major capital investment in a new police facility.

It is important to note, however, that actual costs under a hybrid model would depend entirely on the structure of negotiated agreements, the scope of services retained by the City, and the pricing and terms offered by service providers. These factors would require further analysis and negotiation to define with certainty.

Implementation and Risk Considerations

From an implementation standpoint, a hybrid model may reduce startup complexity and staffing risk by allowing the City to phase in responsibility over time. This phased approach could ease recruitment pressure, provide operational flexibility during the transition period, and reduce exposure to early implementation challenges.

However, a hybrid model also introduces coordination and governance complexity. Clear delineation of responsibilities, service expectations, accountability mechanisms, and information sharing protocols would be essential to avoid fragmentation or inefficiencies. The success of this approach would depend heavily on the willingness of external partners to provide services under terms that align with the City's priorities and timelines.

Summary Assessment

A hybrid service delivery model offers the City an opportunity to increase local control over policing while moderating cost, capital investment, and implementation risk. It does not provide the same level of autonomy as a fully standalone department, but it may address many of the community's concerns related to visibility, responsiveness, and accountability in a more incremental and flexible manner. As such, it represents a viable pathway that warrants further exploration should the City seek to balance enhanced local influence with fiscal and operational prudence.

OPTION 3: ESTABLISH A REGIONAL OR PEER-JURISDICTION PARTNERSHIP MODEL

Under a regional or peer-jurisdiction partnership model, the City would establish its own police department and then pursue longer-term opportunities to either provide or receive contract services in coordination with neighboring jurisdictions. This approach could include partnerships with peer cities or participation in a newly formed regional policing arrangement outside of the Broward Sheriff's Office structure.

Importantly, this option does not eliminate the need for the City to first stand up a fully functional police department capable of serving Pompano Beach. The foundational priority under any regional model would be the City's ability to independently deliver consistent, high-quality policing to its own residents. Only after that capacity is established would the City be positioned to explore regional service provision or shared governance arrangements.

Governance and Service Delivery Implications

The primary potential benefit of a regional partnership model is the opportunity to achieve economies of scale and specialization similar to those currently embedded within a large countywide organization. Through shared services or contractual arrangements, participating jurisdictions could collectively support specialized functions—such as major investigations, tactical operations, or technical services—that may be inefficient for individual departments to sustain independently.

However, direct patrol and neighborhood policing services are fundamentally constrained by geography. Officers providing routine services within Pompano Beach would not reasonably be expected to provide direct services to other municipalities, nor vice versa. As a result, the operational efficiencies associated with a regional model would largely be limited to indirect, specialized, or support functions, rather than core patrol operations.

From a governance perspective, regional models introduce additional complexity. Shared decision-making structures, cost-sharing agreements, command authority, and accountability mechanisms would need to be carefully defined across multiple governing bodies. While such arrangements can be effective, they require a high degree of coordination, trust, and long-term commitment among participating jurisdictions.

Cost and Timing Considerations

While a regional partnership model has the potential to reduce long-term operating costs through shared specialization and scale, it is not a near-term cost-avoidance strategy. Establishing a multi-jurisdictional governance framework, negotiating cost-sharing agreements, aligning policies and labor practices, and sequencing implementation would likely require at least 12 to 18 months of planning before any operational efficiencies could be realized.

As a result, this option should be viewed as a longer-term evolution, rather than an alternative to the initial investment required to stand up a City Police Department. Near-term costs and implementation requirements would be similar to those associated with Option 1, with potential savings or efficiencies emerging only after the City's own department is operationally stable.

Implementation and Risk Considerations

Regional partnership models introduce additional layers of risk related to governance alignment, decision-making authority, and intergovernmental coordination. Differences in community priorities, funding capacity, labor agreements, and political direction among partner jurisdictions can complicate implementation and ongoing operations.

That said, for communities willing to engage in sustained collaboration, regional models can provide a pathway to long-term service innovation and shared investment in specialized capabilities. Any exploration of this option would need to proceed deliberately, with clear expectations, phased implementation, and explicit exit provisions.

Summary Assessment

A regional or peer-jurisdiction partnership model offers a potential long-term opportunity to balance local control with shared specialization and economies of scale. However, it does not eliminate the need for the City to first establish its own policing capacity and should not be viewed as a short-term alternative to standing up a City Police Department. If pursued, this option would require significant planning, intergovernmental coordination, and sustained commitment, and is best considered as a future evolution rather than an initial implementation strategy.

OPTION 4: RENEGOTIATE THE POLICE SERVICES AGREEMENT WITH THE BROWARD COUNTY SHERIFF'S OFFICE

A fourth option available to the City is to continue contracting for law enforcement services while pursuing a substantively renegotiated agreement with the Broward Sheriff's Office. Under this approach, the City would not assume direct responsibility for policing services but would seek to address many of the concerns raised by elected officials and community members through revised contractual terms, governance mechanisms, and cost controls.

This option recognizes that while the current agreement provides access to a broad range of services and regional specialization, its structure limits the City’s ability to fully predict costs, influence long-term service priorities, and integrate community expectations into strategic decision-making.

Governance and Service Delivery Implications

Under a renegotiated agreement, operational authority would remain with the Sheriff and the Sheriff’s designees. However, the City could pursue enhanced mechanisms to increase formal City input into strategic planning, deployment priorities, and performance expectations. This could include structured joint planning processes, clearer service-level expectations related to visibility and responsiveness, and enhanced reporting and transparency requirements specific to Pompano Beach.

While this option does not provide direct control over personnel assignment or organizational structure, it could strengthen the alignment between City policy priorities and how services are delivered within the Pompano Beach District.

Cost and Asset Considerations

From a fiscal perspective, renegotiation presents the most immediate opportunity to address cost predictability and risk management. The City could seek to establish clearer cost-containment measures, including limits on annual cost growth, improved transparency regarding regional and countywide service charges, and greater specificity around capital-related costs embedded within the contract.

In addition, the City could pursue more equitable approaches to asset ownership and cost-sharing, particularly given the City’s historical financial contributions toward vehicles, equipment, technology, and other resources used in service delivery. While the current agreement allows the City to purchase certain assets upon exit, a renegotiated contract could better reflect the City’s long-term investment in those assets and reduce future replacement exposure.

Implementation and Risk Considerations

Renegotiating the existing agreement is the least disruptive option in the near term and avoids many of the staffing, facility, and implementation risks associated with standing up a new department. It also preserves access to countywide services, specialized teams, and economies of scale that are difficult to replicate independently.

However, this option has inherent limitations. Even with enhanced contract provisions, the City would continue to rely on an external governing authority for policing services, and the degree of influence achieved would ultimately depend on negotiation outcomes and the broader countywide context. In addition, contract renegotiation does not eliminate future uncertainty related to political change, leadership transitions, or shifts in countywide priorities.

Summary Assessment

Renegotiating the police services agreement offers the City a lower-risk pathway to improve cost transparency, accountability, and alignment with community priorities while preserving the efficiencies of a countywide service model. However, it does not provide the level of local control available under City-operated models and may only partially address long-standing concerns related to governance and influence. As such, it represents a pragmatic alternative that prioritizes stability and cost management over staffing consistency and structural change.

DECISION FRAMEWORK: LAW ENFORCEMENT SERVICE DELIVERY OPTIONS

The table below summarizes the four primary service delivery options evaluated in this assessment. It is intended to help City leadership compare alternatives across key decision dimensions, including governance, cost exposure, implementation complexity, and long-term flexibility. The standalone police department model serves as the

analytical benchmark, as it is the only option for which detailed operating and capital cost estimates were developed. This framework is not intended to identify a single “best” option, but to clarify the tradeoffs inherent in each path. The appropriate option for the City depends on how decision-makers prioritize local control, fiscal exposure, implementation risk, and long-term flexibility—and whether those priorities are best served through structural change, contractual refinement, or a phased approach.

Table 3: Service Delivery Options Decision Framework

Decision Dimension	Option 1: Standalone City Police Department	Option 2: Hybrid Service Model	Option 3: Regional / Peer Partnership	Option 4: Renegotiated BSO Agreement
Local Control and Governance	Highest level of local control over policy, priorities, staffing, and deployment	High control over direct services; limited control over contracted services	Moderate to high, shared across jurisdictions	Lowest; authority remains with Sheriff
Ability to Shape Policing Outcomes	Full authority to define strategy, culture, and community engagement	Strong influence over day-to-day policing	Shared influence; dependent on governance structure	Indirect influence through contract terms
Operating Cost Exposure	Highest ongoing cost	Moderate to high, depending on scope retained	Moderate to high in early years; potential long-term efficiencies	Lowest relative cost
Capital Investment Required	Highest (facilities, fleet, technology, equipment)	Moderate; potential to defer major facility investments	High initially; potential shared investments later	Minimal new capital investment
Economies of Scale and Specialization	Lowest; must be built internally	Moderate; retained through contracted services	High for shared specialty functions	Highest through countywide services
Implementation Complexity and Risk	Highest (staffing, facilities, governance, transition)	Moderate; phased implementation possible	High; complex intergovernmental coordination	Lowest implementation risk
Staffing and Labor Market Risk	Highest reliance on lateral recruitment	Moderate; fewer positions initially	High; compounded by regional competition	Lowest; no new staffing required
Cost Predictability	High once established; full City responsibility	Moderate; depends on contract terms	Moderate; dependent on cost-sharing agreements	Low to moderate; subject to contract escalation
Flexibility Over Time	High; City can adjust structure and priorities	High; scope can evolve over time	Moderate; changes require partner alignment	Low; constrained by contract structure
Best Suited For	Maximum local control and accountability	Balanced control with moderated risk	Long-term regional innovation	Cost containment and service stability

Path Forward, Key Decision Points, and Implementation Considerations

The assessment makes clear that the City’s decision regarding law enforcement service delivery is not a single, discrete choice, but a set of interconnected policy and execution decisions that will shape public safety outcomes, fiscal sustainability, and governance capacity for years to come. Each option available to the City carries distinct implications related to local control, cost exposure, operational responsibility, and implementation complexity, and those implications must be considered together rather than in isolation.

At a fundamental level, the City must determine how much local control and accountability it seeks over policing services, and whether the benefits of that control justify the financial commitment, organizational responsibility, and execution risk that accompany different service delivery models. A standalone city police department provides the greatest authority to define policing strategy, culture, and priorities, while hybrid, regional, or contract-based approaches offer varying degrees of local influence with reduced cost and implementation exposure.

Critically, the assessment demonstrates that implementation complexity is not a secondary consideration—it is central to the policy decision itself. Any option that increases the City’s direct responsibility for policing services requires sustained leadership attention, early governance decisions, and disciplined sequencing over a multi-year period. Even approaches that preserve a contract-based model require careful negotiation, long-term cost management, and alignment between service delivery and community expectations.

Several execution realities warrant particular emphasis as the City considers its path forward:

- **Staffing and labor market conditions represent the most significant operational constraint.** Standing up a City-operated department—whether fully standalone or hybrid—would depend heavily on lateral recruitment of experienced personnel in a highly competitive regional environment. This reliance introduces uncertainty that cannot be eliminated through recruitment incentives alone and reinforces the importance of phased activation and realistic staffing assumptions.
- **Decision-making capacity and governance structure will materially affect outcomes.** Implementation involves hundreds of interrelated decisions across hiring, procurement, facilities, technology, labor relations, and policy development. Without clear delegation of authority and expedited governance frameworks, decision latency can quickly become a limiting factor that increases cost and risk.
- **Capital investment and procurement timelines are long and difficult to compress.** Facilities, fleet, and technology must be sequenced carefully to align with staffing activation and service transitions. Delays in any one area can cascade across the implementation timeline and undermine service continuity.
- **Transition coordination with existing service providers is essential to managing both cost and risk.** Any reduction in reliance on contracted services must be deliberately aligned with the City’s capacity to assume responsibility, or the City risks duplicative expenditures and operational gaps during the transition period.

Given these considerations, the City’s next steps should be framed not simply as choosing an option, but as preparation for the execution demands associated with that choice. Near-term actions should focus on clarifying policy priorities, using the standalone department cost model as a planning benchmark, and identifying which service elements are most critical to local control versus those best delivered regionally.

If the City elects to pursue increased responsibility for policing—through a standalone department or a hybrid model—early initiation of transition planning, governance structure, and internal coordination will be critical to preserving flexibility and managing risk. Conversely, if the City chooses to remain under a contract-based model, the

assessment highlights clear opportunities to strengthen cost predictability, transparency, and City input through renegotiation of the existing agreement.

Ultimately, the City's decision is not only about how policing services are delivered, but about the City's willingness and capacity to manage complexity in pursuit of greater local influence over public safety outcomes. This report provides a roadmap for understanding those tradeoffs and for moving forward deliberately, with clarity about both the opportunities and the responsibilities that accompany each path.

Project Overview and Approach

The City of Pompano Beach engaged Raftelis to conduct a comprehensive strategic assessment evaluating the feasibility of establishing a standalone municipal police department independent of the Broward Sheriff's Office. This assessment was initiated to support informed policy decision-making by City leadership and the City Commission, recognizing that any potential transition in law enforcement service delivery carries significant operational, financial, organizational, and community implications.

Pompano Beach is a coastal City located within the Miami-Fort Lauderdale-West Palm Beach metropolitan area in South Florida. It is the fifth largest municipality in Broward County, inhabited by more than 114,000 residents. Since 1999, the City has received comprehensive law enforcement services through a contractual agreement with BSO. Under this arrangement, BSO provides a broad range of direct, indirect, and countywide services, while the City retains ownership of certain facilities and assets and provides overall policy direction. In September 2025, the City extended its agreement with BSO for a one-year period to allow sufficient time to evaluate whether continuation of this service delivery model remains the most appropriate long-term strategy for the community.

The purpose of this assessment is not to advocate for a specific outcome, but to establish a clear, objective, and defensible foundation for decision-making. The report is intended to answer a central question:

What would it take—operationally, financially, and organizationally—for the City of Pompano Beach to establish and sustain a municipal police department that maintains existing service levels while responding to local priorities?

To address the questions outlined above and provide the City with a clear, defensible basis for decision-making, the project team applied a structured, multi-faceted analytical approach. This approach was designed to establish a detailed baseline of existing law enforcement service delivery, incorporate community perspectives on public safety priorities, evaluate comparable service models, and translate those findings into a realistic operating, staffing, and cost framework. The following section describes the methodology and analytical process used to develop the standalone police department model and to evaluate alternative law enforcement service delivery approaches.

Methodology and Approach to Analysis

This assessment was designed as a comprehensive evaluation of law enforcement service delivery in Pompano Beach, with the goal of developing a realistic, defensible model for a standalone municipal police department. The analysis goes beyond a high-level cost comparison to examine how services are delivered today, how they could be structured under a City-operated department, and what organizational, financial, and implementation considerations would accompany such a transition.

The project team's approach was guided by several overarching principles. First, the analysis assumes that any future service delivery model must maintain, at a minimum, the level of service currently provided to the community. Second, the estimated staffing and organizational model was developed to reflect operational realities, including

supervision, training, specialization, and attrition, rather than idealized or theoretical staffing ratios. Third, all major assumptions were intentionally documented and tested to support transparency and informed policy decision-making. Finally, the assessment was structured to support the City's deliberations by identifying options and implications, rather than advocating for a predetermined outcome.

ESTABLISHING THE BASELINE OF CURRENT SERVICE DELIVERY

A foundational step in the analysis was to develop a detailed understanding of how law enforcement services are currently delivered under the City's contract with the Broward Sheriff's Office. While the contract defines minimum staffing levels and categories of service, it does not fully capture how services are deployed on a day-to-day basis or the extent to which the City relies on centralized countywide resources.

To establish this baseline, the project team conducted extensive interviews with BSO personnel assigned to the Pompano Beach District, including command staff, patrol supervisors, investigators, and personnel assigned to specialized units. These discussions were supplemented by conversations with representatives from countywide BSO teams that provide indirect or specialized services to the City, such as investigative support, tactical operations, and administrative functions. The project team also reviewed staffing rosters, workload data, and cost information provided by both the City and BSO to better understand the effective service capacity supporting Pompano Beach today.

This work allowed the project team to define the functional level of service currently received by the City, including services that are not staffed with personnel dedicated exclusively to Pompano Beach but are instead provided through pooled countywide resources.

COMMUNITY ENGAGEMENT AND PUBLIC SAFETY PRIORITIES

Community engagement was a central component of the assessment and served as a critical qualitative input alongside operational and financial analysis. Recognizing that public safety outcomes are shaped not only by staffing and resources but also by trust, visibility, and responsiveness, the project team sought to understand how residents and stakeholders experience policing in Pompano Beach and what priorities they associate with effective law enforcement.

The project team facilitated four public meetings in October 2025, including two in-person meetings and two virtual sessions. Meetings were scheduled across different days, times, and formats to maximize accessibility and participation. These sessions were structured to gather feedback on residents' sense of safety, perceptions of law enforcement presence and responsiveness, areas where current services are working well, and concerns or gaps related to visibility, engagement, or consistency of service.

Feedback varied across participants, but several recurring themes emerged, including a desire for greater law enforcement presence in neighborhoods, more proactive engagement with quality-of-life issues, and stronger relationships between officers and community members. Input from these sessions did not directly dictate the structure of the estimated staffing or operating model. Instead, community perspectives were used to inform the framing of service-level considerations and policy options, reinforcing that decisions about service priorities, emphasis, and delivery approach ultimately rest with City leadership.

BENCHMARKING COMPARABLE POLICE DEPARTMENTS

Because BSO operates as a large countywide agency with significant economies of scale and a high degree of specialization, benchmarking was a critical component of translating current service levels into a realistic standalone municipal model. The project team conducted benchmarking of independent police departments in Florida coastal communities with similar population size, service demands, and operating environments.

Benchmarking included interviews with police department command staff, review of organizational structures and staffing allocations by function, and analysis of operating and capital cost patterns. This effort provided insight into how similarly sized standalone departments consolidate functions, manage specialization, and allocate resources in ways that balance operational effectiveness with fiscal sustainability.

DEVELOPMENT OF THE STANDALONE POLICE DEPARTMENT MODEL

Using the baseline service analysis, community input, and benchmarking data, the project team developed a prospective operating and staffing model for a standalone City of Pompano Beach Police Department. The model defines a estimated organizational and command structure, staffing levels by functional area, and assumptions related to recruitment, training, supervision, and attrition.

The model is intentionally structured to replicate existing service levels rather than expand or reduce the scope of policing. Where community feedback or best practices suggest potential service enhancements—such as increased neighborhood-based policing or proactive engagement—those elements are presented as policy considerations rather than embedded assumptions.

COST MODELING AND IMPLEMENTATION CONSIDERATIONS

Operating, capital, and transition cost projections were developed directly from the estimated staffing and operational model. Costs were estimated across multiple time horizons to illustrate both short-term transition impacts and longer-term operational implications. All projections are based on carefully vetted assumptions and are intended to represent reasonable planning-level estimates rather than an adopted budget.

Finally, the assessment evaluates implementation considerations that would affect the feasibility and success of a standalone department, including transition sequencing, staffing risks, facility needs, and governance considerations. Together, these elements are intended to provide the City with a clear understanding of what would be required to move forward, should it choose to do so.

EVALUATION OF ALTERNATIVE SERVICE DELIVERY APPROACHES AND CORE IMPLICATIONS

In addition to developing a prospective model for a standalone municipal police department, the assessment was structured to support the City's evaluation of alternative law enforcement service delivery approaches. The standalone department model serves as a comprehensive reference point against which other options can be compared, allowing City leadership to understand not only the cost implications of each approach, but also the organizational, operational, and governance tradeoffs involved.

The assessment considers three primary service delivery approaches:

1. **Continuation of contracted law enforcement services**, with potential modifications to enhance oversight, service emphasis, or performance expectations.
2. **A hybrid service delivery model**, in which certain functions are internalized by the City while others continue to be provided through contractual or interlocal arrangements.
3. **Establishment of a fully standalone municipal police department**, in which the City assumes responsibility for the full range of direct and indirect law enforcement functions required to maintain existing service levels.

For each approach, the analysis evaluates core implications across several dimensions, including service continuity, staffing and organizational requirements, financial impacts, implementation complexity, and policy control. This includes consideration of which functions would remain reliant on regional or countywide resources, which would need to be internalized by the City, and how those choices would affect cost, operational flexibility, and accountability.

Importantly, the assessment does not presume that a single approach is universally preferable. Instead, it is designed to provide City leadership with a clear understanding of the tradeoffs associated with each option, recognizing that decisions regarding law enforcement service delivery reflect local priorities, risk tolerance, fiscal capacity, and desired levels of operational control.

By articulating these alternatives and their implications within a common analytical framework, the assessment equips the City to evaluate potential paths forward in a deliberate and informed manner, grounded in a clear understanding of both current service delivery and future requirements.

Overview of Current Law Enforcement Service Model and Contractual Elements

This section describes how law enforcement services are currently delivered in the City of Pompano Beach under the City's police services agreement with the Broward Sheriff's Office. The intent of this discussion is not merely to summarize contractual provisions, but to establish a clear and comprehensive baseline of service delivery that reflects how policing functions in practice.

While the agreement defines minimum staffing levels and categories of service, the City's effective level of law enforcement support extends beyond personnel formally assigned to the Pompano Beach District. A range of critical services are provided through centralized, countywide units that support multiple jurisdictions. Together, these direct, indirect, and countywide services define the level of service currently relied upon by the City and form the baseline that must be maintained or replicated under any alternative service delivery model.

Law enforcement services in Pompano Beach are provided through a police services agreement with BSO. In 1999, Pompano Beach transitioned from having its own municipal police department to contracting with BSO to become the sole law enforcement provider. Most recently, in September 2025, the City renewed its contract with BSO for a one-year period to allow the City to assess the operating, staffing, financial, and service-level implications associated with creating a standalone police department.

BSO has more than 5,500⁷ personnel providing a wide range of public safety services, including patrol, investigations, evidence analysis, and operation of the County jail. Some services, like the County jail and the County drug testing laboratory, are provided to all County jurisdictions regardless of whether they contract with BSO. Others, like patrol, are only provided in unincorporated areas and to contract cities. There are 12 cities contracted with BSO as of January 2026, although one, Deerfield Beach, has voted to dissolve its contract.⁸

Law enforcement services in the City of Pompano Beach are delivered pursuant to the City's police services agreement with the Broward Sheriff's Office and are organized using four service categories defined in the agreement: direct services, indirect services, special detail services, and countywide services. Together, these categories describe how policing services are staffed, managed, and delivered to the City on a day-to-day basis.

While these service categories are contractually distinct, they operate as an integrated system. District-assigned personnel rely on centralized administrative, investigative, and technical resources, as well as countywide specialized capabilities, to support both routine policing and response to complex or resource-intensive incidents. Understanding how these services function collectively is essential to establishing a clear baseline of current service delivery.

⁷ Figure includes 3,438 sworn and 2,088 non-sworn as of 2025. Retrieved from BSO Annual Report 2023-2024, *Agencywide Workforce Demographics*, <https://heyzine.com/flip-book/7a579c9fe0.html#page/11>.

⁸ Gillespie, Carlton. "Deerfield Beach cuts ties with the Broward Sheriff's Office." *WLRN*, <https://www.wlrn.org/government-politics/2026-01-21/deerfield-beach-broward-sheriffs-office>.

Direct Law Enforcement Services Summary

Direct services consist of law enforcement functions that are provided by personnel assigned to the Pompano Beach District and are focused exclusively on service delivery within the City. These services represent the most visible and immediate aspects of policing and include patrol operations, initial criminal investigations, traffic enforcement, school-based services, and community-oriented programs.

Personnel providing direct services operate under District command and are responsible for day-to-day response to calls for service, proactive enforcement activities, and ongoing engagement with residents, businesses, and visitors. These services largely define public perceptions of law enforcement presence, responsiveness, and service quality. As such, direct services form the operational foundation that must be maintained under any alternative law enforcement service delivery model.

The following table summarizes the functional program areas categorized as direct services.

Table 4: Summary of Direct Law Enforcement Services Provided by BSO

Functional Program Area	Core Purpose and Description
District Command and Administration	Provides overall leadership, strategic direction, and operational oversight for all law enforcement activities within the City. This function includes command-level decision-making, coordination with City leadership, incident review, resource deployment oversight, and accountability for performance and compliance.
Patrol Operations	Delivers 24/7 proactive and reactive law enforcement services across the City. Patrol officers respond to calls for service, conduct traffic enforcement, provide visible police presence, and serve as the primary point of contact between law enforcement and residents, businesses, and visitors.
Patrol Supervision	Provides first-line supervision of patrol officers, ensuring appropriate deployment, response quality, adherence to policy, and officer safety. Supervisors coordinate daily staffing, manage shift activity, and serve as the link between command staff and field personnel.
Traffic and Motor Operations	Conducts targeted traffic enforcement, investigates crashes and hit-and-run incidents, and responds to traffic-related community concerns. This function focuses on roadway safety and compliance with traffic laws, particularly in high-complaint or high-risk areas.
Criminal Investigations (District-Level)	Investigates crimes occurring within the City, with a primary focus on property crimes and follow-up investigations initiated by patrol officers. Detectives manage active caseloads, coordinate with prosecutors, and support broader investigative efforts as needed.
Crime Analysis and Intelligence (District-Level)	Collects, analyzes, and disseminates crime data and intelligence to support patrol and investigative operations. This function informs deployment decisions, identifies crime patterns, and supports proactive enforcement strategies.
Real-Time Crime Center Operations	Provides continuous monitoring and analytical support using surveillance cameras and other technologies deployed throughout the City. This function enhances situational awareness, supports active incidents, and serves as a force multiplier for patrol and investigations.
Community Policing and Neighborhood Support	Focuses on building relationships between law enforcement and the community through neighborhood engagement, problem-solving, and proactive outreach. This includes responding to quality-of-life concerns and working collaboratively with residents and businesses.
Homeless Outreach and Specialized Community Response	Addresses complex community issues involving homelessness, behavioral health, and chronic quality-of-life concerns. Personnel coordinates enforcement with outreach and referral efforts, often working alongside City departments and service providers.
Nuisance Abatement and Code-Related Enforcement Support	Investigates nuisance properties and quality-of-life violations and prepares cases for presentation to the City's Nuisance Abatement Board. This function supports compliance with City codes and ordinances through coordinated enforcement efforts.
School Resource Services	Provides sworn law enforcement personnel assigned to City schools to ensure campus safety, investigate incidents, and support students and staff. This function also supports school-based programs and youth engagement initiatives.

Functional Program Area	Core Purpose and Description
Public Education and Community Engagement	Delivers crime prevention education, public safety messaging, and outreach programs to residents, schools, and community groups. This function supports proactive engagement and public awareness.
Special Enforcement Initiatives (District-Led)	Conducts targeted enforcement activities such as DUI checkpoints, focused patrols, and short-term initiatives addressing specific public safety concerns within the City.

Indirect Law Enforcement Services Summary

Indirect services are law enforcement support functions provided by centralized units that serve multiple jurisdictions and are not staffed with personnel dedicated exclusively to Pompano Beach. These services are essential to effective policing but generally occur outside of routine public interaction.

Indirect services include administrative, professional, investigative, and technical functions such as training, internal affairs, human resources, legal services, evidence management, records, information technology, fleet management, and certain specialized investigative and analytical support. In practice, personnel assigned to indirect service functions operate as part of a countywide resource pool and are deployed to support operational needs across jurisdictions rather than assigned to a single city.

Although these services are not visibly associated with daily patrol operations, the City funds them as part of the contract, and relies on their ongoing availability to sustain direct delivery service. The absence of dedicated staffing for these functions is a critical consideration when evaluating the organizational and staffing implications of a standalone police department.

The following table summarizes the functional program areas categorized as direct services.

Table 5: Summary of Indirect Law Enforcement Services Provided by BSO

Functional Program Area	Core Purpose and Description
Executive and Administrative Support	Provides administrative coordination and operational support to District command staff, including scheduling, correspondence, internal reporting, and coordination with City departments. This function supports leadership effectiveness and organizational continuity.
Budget and Financial Management	Develops, manages, and monitors law enforcement budgets, including personnel expenditures, operating costs, and capital planning. This function supports fiscal accountability, forecasting, and compliance with City and County financial requirements.
Accounting and Finance Services	Provides accounting, financial reporting, internal controls, and audit support related to law enforcement operations. These services ensure accurate financial tracking and regulatory compliance.
Human Resources Management	Oversees personnel administration for sworn and civilian staff, including hiring processes, classification, employee relations, performance management, and compliance with employment regulations.
Recruitment, Selection, and Assessment	Conducts recruitment outreach, applicant screening, testing, background investigations, and selection processes for sworn and civilian positions. This function supports workforce sustainability and staffing readiness.
Training and Professional Development	Provides initial training, in-service training, certification maintenance, and professional development for law enforcement personnel. This function ensures compliance with training standards and supports skill development.
Professional Standards and Internal Affairs	Oversees internal investigations, complaint intake, and compliance with policies, accreditation standards, and legal requirements. This function supports accountability, transparency, and risk management.

Functional Program Area	Core Purpose and Description
Legal Services and General Counsel	Provides legal advice, contract review, litigation support, and guidance on risk management, policy development, and disciplinary actions related to law enforcement operations.
Labor Relations	Manages collective bargaining agreements, labor negotiations, grievance processes, and employee relations matters involving sworn and civilian staff.
Information Technology Services	Supports law enforcement technology systems, including records management systems, computer-aided dispatch interfaces, digital evidence systems, analytics platforms, and cybersecurity.
Records Management⁹	Maintains police records, reports, and data systems, and manages compliance with public records laws and requests. This function ensures information integrity and legal responsiveness.
Evidence and Property Management	Manages the secure intake, storage, tracking, and disposition of evidence and seized property in accordance with legal and chain-of-custody requirements.
Fleet Management and Vehicle Services	Oversees procurement, maintenance, fueling, repair, and replacement planning for law enforcement vehicles and specialized equipment.
Supply and Procurement Services	Procures uniforms, equipment, vehicles, and services in compliance with procurement regulations and operational needs.
Grants Management	Identifies funding opportunities, prepares grant applications, and administers grant-funded law enforcement programs and reporting requirements.
Employee Wellness and Assistance Programs	Provides confidential support services related to mental health, stress management, substance use, and employee well-being, supporting workforce resilience and retention.
Public Information and Media Services	Manages public communications, media relations, and crime-prevention messaging, including coordination with Crime Stoppers and community information efforts.
Victim Services	Provides advocacy, referrals, and support services for victims navigating the criminal justice process, ensuring compliance with victim rights requirements.
Equal Employment Opportunity and Compliance	Ensures compliance with employment laws and investigates internal complaints related to discrimination, harassment, or workplace conduct.

Special Detail Law Enforcement Services Summary

Special detail services consist of law enforcement staffing and support provided for specific events or activities that require additional police presence beyond routine operations. These services are typically associated with planned events such as parades, festivals, commemorations, and large community gatherings. BSO coordinates coverage, although in many cases the cost of the positions is offset by the City or other third parties.

Special detail services are provided in accordance with the agreement and are generally scheduled in advance based on anticipated public safety needs. While episodic in nature, these services play an important role in maintaining public order and ensuring adequate coverage during high-demand periods. They also represent a distinct operational consideration for any future service delivery model, particularly with respect to staffing flexibility and cost recovery.

The following table summarizes the functional program areas categorized as special detail services.

Table 6: Summary of Special Detail Law Enforcement Services Provided by BSO

Functional Area	Core Purpose and Description
Special Event Law Enforcement Staffing	Provides supplemental sworn and supervisory staffing for planned public events requiring enhanced public safety coverage, including traffic control, crowd management, and rapid response capability.

⁹ The City does have two dedicated Records positions, per the contract.

Functional Area	Core Purpose and Description
Parades and Community Celebrations	Ensures safe conduct of major parades and City-sponsored celebrations through coordinated traffic management, perimeter security, and visible law enforcement presence.
Holiday and Commemorative Events	Provides law enforcement support for holiday and commemorative events that generate elevated attendance and public safety demand, including Independence Day, Memorial Day, and seasonal celebrations.
School-Related Special Events	Provides traffic control, crowd management, and safety support for school-related events such as homecoming parades and large student gatherings.
Other Special Events as Required	Supplies law enforcement staffing for additional events as determined by public safety needs, event scale, or emergent conditions, consistent with contractual provisions.

Countywide Law Enforcement Services Summary

Countywide services are specialized law enforcement functions funded and operated at the county level and available to all municipalities, regardless of contractual arrangements for district-level policing. These services typically include highly specialized, resource-intensive, or emergency response capabilities that benefit from regional coordination.

Examples include emergency communications, SWAT response, helicopter and marine operations, major crime investigations, forensic laboratory services, detention and jail operations, and other specialized enforcement and support functions. Countywide services provide surge capacity and technical expertise that supplement District-level operations and are relied upon during both routine and extraordinary incidents.

The following table summarizes the functional program areas categorized as direct services.

Table 7: Summary of Countywide Law Enforcement Services Provided by BSO

Functional Area	Core Purpose and Description
Regional Narcotics Investigations	Conducts complex, multi-jurisdictional narcotics investigations targeting trafficking organizations and large-scale drug activity that extends beyond municipal boundaries.
Career Criminal Investigations	Focuses on identifying, investigating, and prosecuting repeat and high-impact offenders operating across jurisdictions.
Multi-Agency Gang Task Force Operations	Coordinates intelligence sharing and enforcement efforts among multiple agencies to address gang-related activity on a regional basis.
Major and Violent Crime Investigations	Provides investigative resources and expertise for serious violent crimes and complex cases that exceed routine district-level investigative capacity.
Drug Enforcement and Money Laundering Investigations	Investigates financial crimes associated with narcotics trafficking, including money laundering and asset forfeiture activities.
Strategic Intelligence Functions	Collects, analyzes, and disseminates intelligence related to criminal activity, emerging threats, and regional enforcement priorities.
SWAT Team Response	Provides specialized tactical response capability for high-risk incidents such as barricaded subjects, hostage situations, and armed confrontations.
Canine Deployment	Supplies trained K-9 units for patrol support, detection, tracking, and tactical operations as needed.
Marine and Dive Operations	Provides maritime enforcement, underwater search and recovery, and specialized response capabilities in coastal and waterway environments. These services are in addition to the three dedicated Marine Patrol Deputies in the Pompano Beach district.
Mounted Patrol	Delivers high-visibility crowd control and patrol support, particularly during large events.

Pompano Beach BSO District Organizational Structure

Law enforcement services in Pompano Beach are delivered through a District-based organizational structure designed to provide comprehensive policing coverage while leveraging centralized and countywide support functions. At the District level, sworn and civilian personnel are organized to support core policing activities, including command and supervision, patrol operations, criminal investigations, traffic and motor operations, real-time crime analysis, school-based services, and community-focused enforcement and outreach.

The District structure is anchored by a command team responsible for overall operational oversight, coordination with City leadership, and accountability for service delivery. Patrol operations represent the largest functional component, providing 24-hour coverage across the City through geographically assigned areas and supervised shifts. Investigative functions support patrol through follow-up casework, crime analysis, and coordination with specialized investigative resources. In addition, the District includes dedicated units focused on traffic safety, school resource services, real-time crime monitoring, and community-oriented programs addressing quality-of-life concerns, nuisance abatement, and outreach to vulnerable populations.

Together, these functions operate as an integrated system, with District-assigned personnel delivering day-to-day law enforcement services and relying on centralized administrative, technical, and countywide resources for specialized support. The organizational structure reflects this balance between local service delivery and regional capability.

The following figure illustrates the organizational structure of full-time equivalent positions assigned to the Pompano Beach District as of October 2025. The chart is intended to provide a visual overview of command relationships, functional groupings, and staffing distribution across major service areas.

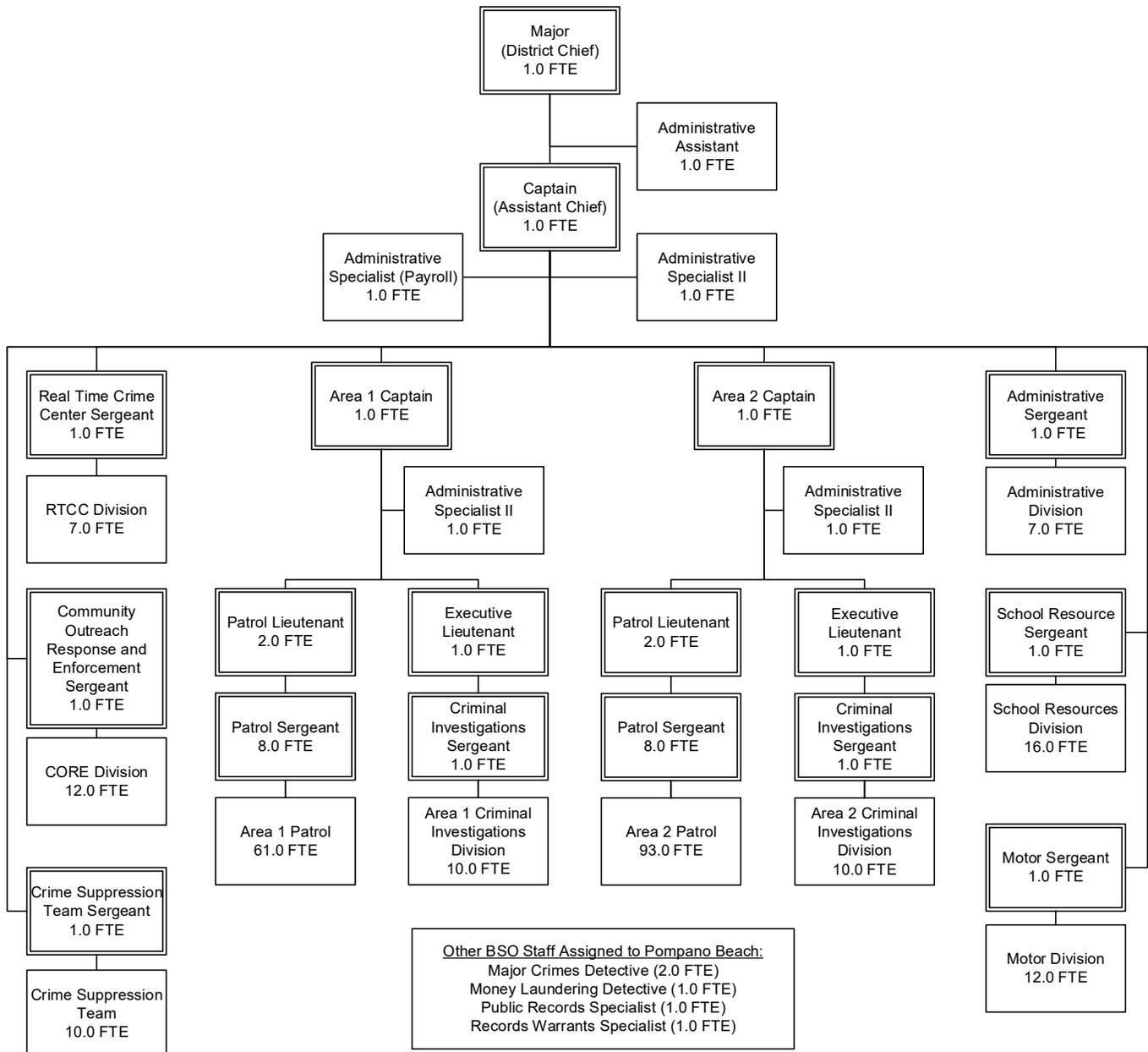


Figure 2: Pompano Beach BSO District Staffing as of October 2025¹⁰

Contractual Staffing Levels for Direct Services

The police services agreement specifies the minimum number of personnel positions required to be assigned to the Pompano Beach District to provide law enforcement and support services to the City. These positions represent the District’s contractually defined staffing complement and include command, patrol, investigative support, and administrative functions directly assigned to Pompano Beach.

Importantly, these staffing levels reflect only the personnel formally assigned to the District and do not capture the full range of law enforcement services or staffing resources supporting the City through centralized or countywide

¹⁰ Three Marine Patrol Deputies are included within the Area 2 Patrol FTEs.

functions, which are described later in this section. As defined in the contract, the Pompano Beach District staffing complement consists of 272 General Fund personnel and nine School Resource Deputies, as summarized in the table below.

Table 8: Pompano Beach BSO District Staffing Complement Defined in the Contract

Position	Staff Count
Major	1
Captains	3
Lieutenant	6
Sergeant	24
Deputy Sheriff	215
Community Service Aide	19
Crime Analyst	2
Public Records Specialist	1
Records/Warrants Specialist	1
Secretarial Support	8
Property Specialist	1
School Resource Deputy	9 ¹¹
Total	281

These positions represent the staffing directly assigned to the Pompano Beach District and form the core of day-to-day law enforcement operations within the City.

Planning-Level Estimation of Indirect, Countywide, and Support Staffing Levels

In addition to the personnel formally assigned to the Pompano Beach District, the City receives ongoing law enforcement support from a range of regional and centralized teams that serve multiple jurisdictions. These services are delivered on a case-driven and operational-need basis, with personnel assigned to specific incidents, investigations, or support functions rather than to a standing City-specific deployment.

The areas where the City relies most heavily on indirect and countywide support include the following:

- **Investigations:** The District maintains a dedicated Property Crimes team; however, investigations involving violent crime, special victims, major cases, and complex offenses rely on countywide investigative units. These units provide specialized expertise and case support that supplement District-level investigative capacity.
- **Surveillance and Tactical Operations:** Specialized tactical and surveillance capabilities, including SWAT response, aerial support, and advanced surveillance, are provided through countywide teams. These

¹¹ Nine are specified in the contract, although there are 17.0 positions dedicated to schools as of October 2025.

resources are deployed based on incident severity and operational need rather than through dedicated District staffing.

- **Support Services:** While the District includes limited administrative support staff, core internal functions—including accounting, budgeting, human resources, information technology, records management, procurement, professional standards, and training—are provided through centralized units that support the agency as a whole.
- **Communications/911:** Emergency call intake and dispatch services are provided through a centralized countywide communications system serving Pompano Beach and other participating jurisdictions. District operations rely on this system for call handling, dispatch coordination, and real-time operational support.

In practice, District-level operations are closely integrated with these indirect and countywide services. Patrol response, investigative follow-up, evidence processing, records management, training compliance, and emergency communications depend on the availability and coordination of centralized resources. While these services are not staffed exclusively for Pompano Beach, they represent essential operational capacity that supports day-to-day law enforcement activity within the City.

Although District leadership coordinates closely with centralized and countywide units, the prioritization, scheduling, and deployment of these resources is managed at the agency level rather than exclusively by the City or District. As a result, the level of support provided to Pompano Beach may vary based on operational demand across jurisdictions.

Because indirect and countywide law enforcement services are delivered through centralized units without staffing levels allocated to individual jurisdictions, the project team developed a planning-level estimation approach to approximate the level of support currently provided to Pompano Beach. This approach was designed to translate the City's reliance on centralized services into a reasonable estimate suitable for comparative analysis and long-term planning, rather than to identify dedicated or guaranteed staffing assignments.

Where available, estimated staffing capacity for countywide operational units—such as investigations, surveillance, and tactical operations—was informed by Pompano Beach's proportional share of countywide workload, using unit-level activity data and service demand metrics. In instances where detailed workload data could not be reliably disaggregated by jurisdiction, population-based ratios were used as a proxy to estimate relative demand. For internal support functions—such as human resources, information technology, finance, and administrative services—estimated capacity was derived based on the ratio of internal services staffing to total agency staffing, reflecting the level of organizational support required to sustain overall operations.

Collectively, these estimates are intended to inform the development of a standalone staffing model by identifying the scope of law enforcement functions that would need to be internalized, expanded, or accessed through alternative arrangements. They are not intended to replicate the organizational structure of the Broward Sheriff's Office or to represent final organizational design or adopted staffing levels, but rather to provide City leadership with a clear, defensible understanding of the operational scale of the current BSO operation.

The following table illustrates the distribution of estimated law enforcement staffing capacity supporting service delivery in Pompano Beach across direct, indirect, and countywide functions.

Table 9: Total Estimated Direct, Indirect, and Countywide Staffing Levels

Category	Direct Staffing	Estimated Indirect Staffing	Total Estimated Staffing
Command	4.0	0.0	4.0
Patrol	189.0	7.1	196.1
Investigations	39.0	45.9	85.9
Surveillance and Tactical Ops	9.0	6.7	14.7
Community Policing	31.0	0.0	31.0
Professional Standards and Training	0.0	8.5	8.5
Support Services	11.0	59.2	70.2
Communications/911	0.0	29.0	29.0
Total	282.0	156.4	438.4

Taken together, the staffing levels summarized above represent a planning-level estimate of the total law enforcement staffing capacity currently supporting service delivery in Pompano Beach, including personnel assigned directly to the District as well as indirect and countywide resources relied upon to sustain day-to-day operations. These estimates are intended to reflect the functional scale of service delivery rather than dedicated or guaranteed staffing assignments.

This distinction is important when interpreting the table. While direct staffing represents personnel formally assigned to the City, indirect and countywide staffing reflect centralized capacity that supplements District operations through shared services, specialized functions, and regional support. As a result, these staffing estimates should be viewed as a baseline for evaluating organizational scope and resource requirements, not as a one-for-one staffing blueprint.

Understanding the distribution of staffing responsibility across direct, indirect, and countywide functions provides critical context for evaluating asset ownership, facilities, fleet, equipment, and technology considerations. The following section describes how assets supporting law enforcement services are allocated under the current agreement and identifies implications for alternative service delivery models.

Asset Ownership Defined in the Contract

The asset ownership and responsibility framework described in this section is drawn directly from the police services agreement between the City and the Broward Sheriff's Office. The discussion is intended to summarize and organize the agreement's provisions in a manner that supports analysis of alternative service delivery models, rather than to reinterpret or expand upon the contractual terms. Where assets are described as City-owned, Sheriff-owned, or centrally managed, those distinctions reflect the ownership, use, and responsibility provisions established in the agreement.

The police services agreement defines the ownership and responsibility for facilities, fleet, equipment, and other assets used to support law enforcement services in Pompano Beach. Understanding how these assets are allocated under the current service delivery model is an important component of evaluating the feasibility and implications of alternative law enforcement arrangements.

Under the existing agreement, law enforcement services are delivered through a combination of City-owned assets, assets owned and managed by the Broward Sheriff's Office, and centralized assets shared across jurisdictions. While many of these assets are used on a daily basis to support policing activities in Pompano Beach, ownership and control are not uniform across asset types.

FACILITIES

The City owns and maintains certain facilities used for law enforcement purposes, including District-level office and operational space. These facilities support day-to-day patrol, administrative functions, and community-facing activities. The Sheriff's Office is responsible for equipping and operating these facilities in accordance with its standards and operational requirements.

Other facilities and specialized spaces—such as training locations, detention facilities, and forensic laboratories—are owned and operated by the Sheriff's Office and serve multiple jurisdictions on a regional basis.

FLEET

Patrol vehicles and other fleet assets used by personnel assigned to the Pompano Beach District are owned, maintained, and replaced by the Sheriff's Office. Fleet services are provided through centralized systems that support vehicle procurement, maintenance, fueling, and replacement planning across the agency. The City does not own individual patrol vehicles assigned to District operations but does contribute towards their purchase and maintenance.

EQUIPMENT AND TECHNOLOGY

Law enforcement equipment and technology—including weapons, uniforms, radios, body-worn cameras, records management systems, and other operational technologies—are generally owned and managed by the Sheriff's Office. These assets are deployed to support District operations but are procured, maintained, and replaced through centralized agency processes. The City does, however, fund equipment costs as part of its annual contract payments.

Certain technology systems, such as emergency communications infrastructure, are operated at the county level and provide services to Pompano Beach as part of broader regional systems.

SPECIALIZED AND COUNTYWIDE ASSETS

Highly specialized assets, including aviation units, marine units, SWAT equipment, forensic laboratories, and advanced investigative technologies, are owned and operated by the Sheriff's Office and made available to the City on an as-needed basis. These assets are not dedicated exclusively to Pompano Beach and are deployed based on operational demand across jurisdictions.

IMPLICATIONS FOR ALTERNATIVE SERVICE DELIVERY MODELS

The allocation of asset ownership under the current agreement has important implications for any alternative law enforcement service delivery model. While certain facilities are City-owned, many operational assets critical to policing are owned and managed by the Sheriff's Office or provided through centralized countywide systems. As a result, any transition to a standalone police department would require the City to evaluate which assets could be retained, which would need to be acquired or replaced, and which services might continue to be accessed through intergovernmental agreements.

The following sections build on this understanding of asset ownership to examine the operational, financial, and implementation considerations associated with alternative approaches to law enforcement service delivery.

TERMINATION OF THE CONTRACT

The current contract with the Broward Sheriff's Office was initially authorized in 2020 for a five-year term, with an option to renew for one additional five-year term. In 2025, the City of Pompano Beach agreed to renew the contract for an additional year, which is slated to conclude in September 2026. The conditions of the contract permit either party (the City of Pompano Beach or BSO) to terminate the agreement with or without cause, with a 90-day written notice. However, if the City is unable to effectively provide public safety services at the time of the contract's termination, the contract is automatically extended for another 12 months, or until the City is able to provide those services.

Additionally, the contract also provides parameters for the allocation of assets used by BSO to conduct policing in Pompano Beach. The City may purchase BSO-owned vehicles (patrol and administrative) based on fair market value at the time of election. Additionally, the use of these vehicles is bound by the contract to be always used within the City until an agreement has been made to transfer ownership to the City. For City-owned facilities, BSO is required to return them in 'broom-swept' condition to the City with the expectation of normal wear and tear.

Finally, the contract mandates that both parties work to effectuate a smooth transition, with language stating, "In the event of termination or expiration of this Agreement, the SHERIFF and the CITY shall cooperate in good faith in order to effectuate a smooth and harmonious transition from the SHERIFF to a CITY police department or other provider of police services and to maintain during such period of transition the same high quality of police service as contemplated by this Agreement."

Contract Costs Defined in the Police Services Agreement

Under the agreement, the City is responsible for funding the cost of District-level law enforcement services, including sworn and civilian personnel assigned to Pompano Beach, as well as associated operating expenses. These costs are primarily driven by personnel-related expenditures, including salaries, benefits, and other employment-related costs, as well as non-personnel operating expenses necessary to support day-to-day District operations.

In addition to District-level services, the contract cost reflects the City's participation in centralized administrative and support functions provided by the Sheriff's Office. These functions include internal services such as supervision, training, professional standards, and other organizational support necessary to sustain law enforcement operations. While these services are not staffed exclusively for Pompano Beach, their cost is incorporated into the City's contractual payments as part of the overall service delivery model.

Importantly, certain services supporting law enforcement in Pompano Beach—particularly countywide functions such as emergency communications, detention services, and specialized regional units—are funded at the county level and are not billed directly to the City under the agreement. As a result, the contract cost does not represent the full economic cost of all law enforcement services relied upon by the City, but rather the portion allocated to the City under the contractual arrangement.

COST ADJUSTMENTS AND ONGOING OBLIGATIONS

The agreement includes provisions governing annual cost adjustments, reflecting changes in labor agreements, compensation, benefits, and other underlying cost drivers. Contract costs may also be adjusted to reflect changes in staffing levels, service scope, or other factors defined in the agreement. These provisions are intended to ensure continuity of service while allowing the Sheriff's Office to recover actual costs associated with providing contracted services.

INTERPRETATION OF CONTRACT COSTS

The contract cost summarized below reflects the price paid by the City for a comprehensive, externally managed law enforcement service model. While this cost provides an important reference point, it is not directly comparable to the operating costs of a standalone municipal police department without accounting for differences in organizational structure, asset ownership, risk allocation, administrative responsibility, and access to county-funded services.

Accordingly, the contract cost is used in this assessment as a baseline for comparison, rather than as a proxy for the cost of City-operated law enforcement services. Subsequent sections of this report build on this baseline to examine how costs would shift under alternative service delivery models, including the establishment of a standalone municipal police department.

HISTORICAL CONTRACT COST TRENDS

While the contract cost establishes the current framework under which law enforcement services are provided, understanding how those costs have changed over time provides important context for evaluating affordability, predictability, and long-term fiscal implications. Reviewing historical contract cost trends helps distinguish between baseline service costs, contract-driven adjustments, and broader cost drivers such as labor agreements, benefit changes, and staffing modifications.

The following section summarizes historical contract cost information for the City of Pompano Beach and highlights key trends in total cost over time. This review is intended to provide factual context rather than to assess performance or efficiency and serves as an additional reference point for evaluating alternative law enforcement service delivery approaches.

Since 1999, the City's financial obligations to fund BSO law enforcement operations for the District have steadily increased over time. According to data sourced from the City's budget documents, the City's contributions increased by 65% between FY2016 and FY2025, an average of 4.4% per year.

The figure below illustrates the steady growth in the City of Pompano Beach's expenditure for the BSO contract over the last 10 fiscal years. Cost increases vary significantly from year to year, ranging from a low of -0.6% between FY2023 and FY2024 to a high of 43.7548.3% between FY2016FY2015 and FY2017FY2016.

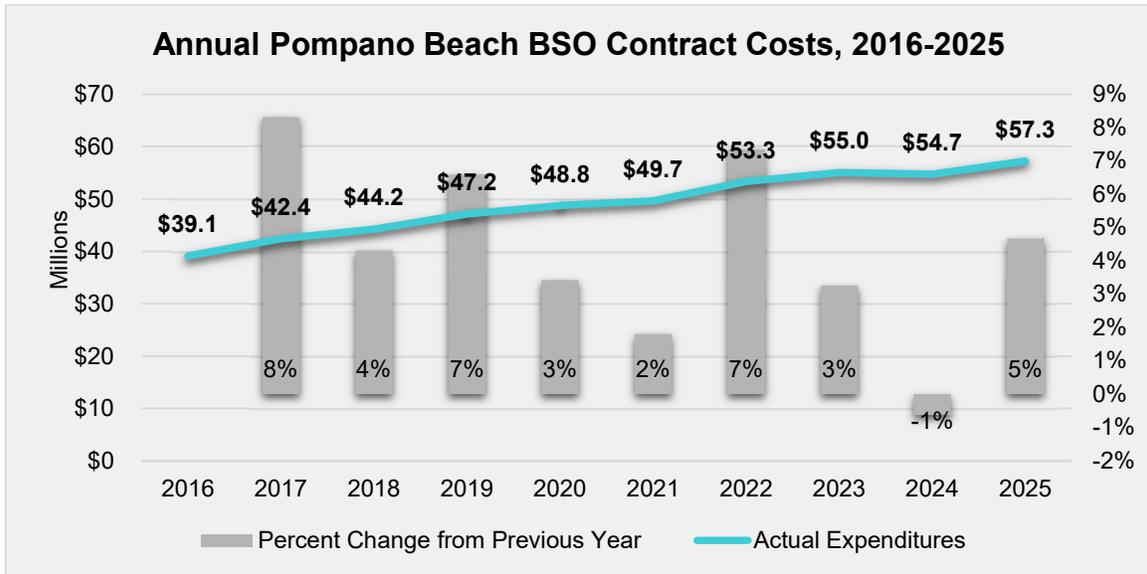


Figure 3: Year-to-Year Contract Expenditure Actuals, FY2016-2025¹²

The historical contract cost information presented above illustrates how the cost of contracted law enforcement services has evolved over time under the existing service delivery model. Changes in total cost reflect a combination of factors, including adjustments in staffing levels, labor agreement provisions, benefit cost growth, and contractual cost escalation mechanisms, rather than discrete year-to-year operational decisions by the City.

Importantly, the contract cost trend reflects the pricing of a bundled, externally managed service model that includes both District-assigned personnel and access to centralized and countywide services. As such, changes in costs over time do not correspond directly to changes in visible staffing levels or service scope within the City but instead reflect broader organizational and labor-related cost drivers embedded in the agreement.

This historical context is intended to inform the City’s understanding of cost behavior and fiscal predictability under the current contract.

¹² Expenditure history reported by the City of Pompano Beach via the OpenGov™ Financial Transparency Portal.

Peer Benchmarking of City-operated Police Departments

The project team relied on a wide range of sources to estimate the operational needs of a standalone police department, including information from BSO and policing best practices. The team also gathered operating and cost information from several standalone police departments in peer benchmark municipalities. This effort served as a critical secondary data set, complementing direct and indirect staffing estimates and detailed discussions with the Broward Sheriff's Office staff. By examining how comparable departments across Florida staff and deliver core law enforcement services, the team established a baseline for the functions Pompano Beach would be expected to provide independently.

Peer benchmarking was used as a supporting analytical tool to inform the development of staffing, operational, and cost assumptions associated with a standalone municipal police department for the City of Pompano Beach. Given that the current law enforcement service model relies on a large countywide agency with significant economies of scale and embedded specialized capacity, benchmarking provided an important reference point for understanding how similarly sized standalone departments organize, staff, and resource core law enforcement functions independently.

Benchmarking was not intended to identify a single preferred organizational model or to directly replicate the structure of any individual department. Instead, it was used to establish reasonable ranges and functional expectations for staffing levels, internal services capacity, operating costs, and capital requirements based on how comparable agencies operate in practice.

Benchmark Selection Criteria

Benchmark agencies were selected in consultation with the City and were limited to independent municipal police departments in Florida coastal communities with population sizes and service environments comparable to Pompano Beach. Selection emphasized communities with significant tourism activity, special events, waterfront or marine patrol needs, and other characteristics that influence policing demand and organizational complexity.

The benchmark communities included in the analysis are:

- The City of Boynton Beach
- The City of Clearwater
- The City of Daytona Beach
- The City of Delray Beach
- The City of Fort Lauderdale
- The City of Hollywood
- The City of Miami Beach
- The City of Pompano Beach (included for internal comparison)

The population among benchmark communities ranged from approximately 70,000 to 190,000 residents, providing a relevant comparison set that captures variation in organizational scale while remaining applicable to Pompano Beach's operating environment.

Data Sources and Engagement

The benchmarking effort relied on a combination of publicly available data and direct engagement with peer agencies. Public sources included adopted budgets, annual financial reports, staffing summaries, and organizational documentation for all benchmark agencies. In addition, the project team conducted detailed discussions with command staff from the Boynton Beach, Clearwater, Delray Beach, and Miami Beach Police Departments, focusing on departmental organization, staffing by function, internal service delivery, operating costs, and capital needs.

These direct engagements provided important qualitative context that supplemented published data, particularly with respect to how standalone departments structure internal services, manage specialization, and allocate resources across patrol, investigations, community policing, and administrative functions. Information gathered through benchmarking was used to inform analytical assumptions throughout this report, rather than to recommend the adoption of any single department's organizational model.

The benchmarking effort relied on a combination of publicly available information and direct engagement with peer agencies. Public data sources included adopted budgets, annual financial reports, staffing summaries, and organizational charts. In addition, the project team conducted in-depth discussions with command staff from several benchmark police departments to better understand how staffing levels, internal services, and specialized functions are structured and managed in practice.

These discussions provided important context beyond published data, particularly with respect to how departments allocate staff across patrol, investigations, community policing, training, professional standards, communications, records, evidence management, and administrative support functions. Where available, benchmark information was also used to inform assumptions related to operating expenditures, capital assets, and long-term replacement needs.

Application of Benchmarking to the Analysis

Benchmarking informed multiple components of the assessment. First, it helped validate staffing assumptions for a standalone police department by identifying the range of personnel resources typically required to sustain 24-hour operations, supervision, specialization, and internal support functions in similarly sized agencies. Second, it informed assumptions related to internal services capacity, highlighting the extent to which standalone departments must staff functions that are currently embedded within BSO's centralized service model.

Benchmark data also informed operating and capital cost assumptions by providing context for personnel costs, non-personnel operating expenditures, fleet and equipment needs, and facility requirements commonly associated with independent municipal police departments. In all cases, benchmarking was used to support planning-level assumptions rather than to prescribe specific organizational designs or staffing ratios.

Summary of Benchmark Agency Data

Table 10 summarizes the benchmark agencies included in the analysis, along with key population, staffing, and budget metrics. These data provide context for the range of organizational scale and resource investment observed among comparable standalone police departments and serve as a reference point for the analytical assumptions used in this report.

The project team reviewed publicly available information for each benchmark and had extensive discussions with command staff from the Boynton Beach, Clearwater, Miami Beach, and Delray Beach Police Departments about

their operations. The data was used to inform the staffing assumptions used in this report, as well as assumptions on operating and capital costs.

The following table summarizes authorized budget and staffing levels for each benchmark city, based on information sourced from publicly available budget documents and annual financial reports. Both vary significantly from community to community, with staffing levels ranging from less than 28 employees per 10,000 residents to more than 56, and operating budgets ranging from approximately \$5 per 10,000 residents to more than \$1.4 million. Staffing and resources are driven by a number of factors, including crime rates, scope of services, and community priorities.

Table 10: Benchmark Agency Staff to Personnel Ratios

Community Name	Authorized Personnel (FY2025)	Staff per 10,000 Residents	Police Operating Budget (FY2025)	Cost per 10,000 Residents
Boynton Beach	221.0	27.5	\$45,991,267	\$5,721,730
Clearwater	398.3	34.0	\$58,679,490	\$5,002,855
Daytona Beach	335.0	46.1	\$51,196,179	\$7,047,253
Delray Beach	249.9	37.4	\$49,770,135	\$7,445,492
Fort Lauderdale	762.0	40.2	\$170,131,330	\$8,973,976
Miami Beach	570.0	37.2	\$151,926,000	\$9,925,457
Hollywood	470.0	56.7	\$119,665,634	\$14,436,679
Pompano Beach	427.8 (est.)	37.3	\$63,208,950	\$5,510,662
Benchmark Average	429.5	39.9	\$92,291,363	\$8,364,778

These benchmark communities’ costs, staffing levels, and operating structure were used to inform assumptions used when developing the standalone police department model. Appendix A includes more staffing details by function where available.

Community and Stakeholder Engagement

The model for a standalone city police department presented in this report is intended to replicate the level of service currently provided by the Broward Sheriff's Office in Pompano Beach. However, decisions regarding how law enforcement resources are ultimately deployed—and which services or priorities are emphasized—are fundamentally policy decisions for the City. Those decisions must balance public safety best practices, fiscal realities, and the priorities of the community that funds and is served by the police department.

Because police services are financed through taxpayer dollars and delivered directly within neighborhoods, an effective public safety model must be both operationally sound and responsive to community priorities. For these reasons, community and stakeholder engagement was a core element of this assessment, alongside technical analysis of staffing, costs, and service delivery models.

As part of the engagement process, the project team conducted individual interviews with each member of the City Commission early in the assessment to understand policy priorities, areas of concern, and perspectives on local control, cost, and service quality. In addition, the team engaged with a range of stakeholder groups representing diverse vantage points across the community, including neighborhood associations, civic and community organizations, and business interests. These conversations helped inform the broader context within which the City is evaluating alternative law enforcement service delivery models.

In parallel, the Raftelis team facilitated four public community meetings between October 9 and October 15, 2025, to provide residents with information about the City's evaluation of a standalone police department and to solicit direct feedback on current services and future priorities. Meetings were intentionally scheduled across multiple days, times, and formats to maximize accessibility and participation. The meetings were held as follows:

- Thursday, October 9, 6 pm, Emma Lou Olson Civic Center at 1801 NE 6th Street
- Saturday, October 11, 10 am, Mitchell/Moore Recreation Center at 901 NW 10th Street
- Monday, October 13, 6 pm, virtually over Zoom
- Wednesday, October 15, 6 pm, virtually over Zoom

The project team collaborated with the City to publicize the meetings using flyers, social media postings, and other methods. The purpose of the meetings was to provide the community with information on the City's initiative to consider a standalone police department, as well as to allow the community to provide feedback on BSO services today and where they see strengths and challenges.

A total of 96 individuals attended or provided comments. Although opinions varied, some key themes emerged, including:

- Participants generally feel safe in the community, although they have quality-of-life concerns related to homelessness and mental health.
- Many see an opportunity for enhanced public safety presence in the community, including more visible patrol cars and more rapid response to calls for service.
- While many participants are in favor of exploring a standalone city police department, many also reported concerns about cost and expressed a desire to learn more about what those costs are projected to be.

This input provides critical qualitative data to City policymakers as they determine whether or not to pursue a standalone police department, and how resources for that police department should be allocated. If the City continues to contract with BSO, the input should inform future contract negotiations to ensure that BSO services align with community priorities. In any case, the City should continue to regularly engage with the community to understand their perceptions of safety and their priorities for law enforcement.

Themes from the comments are summarized in greater detail below.

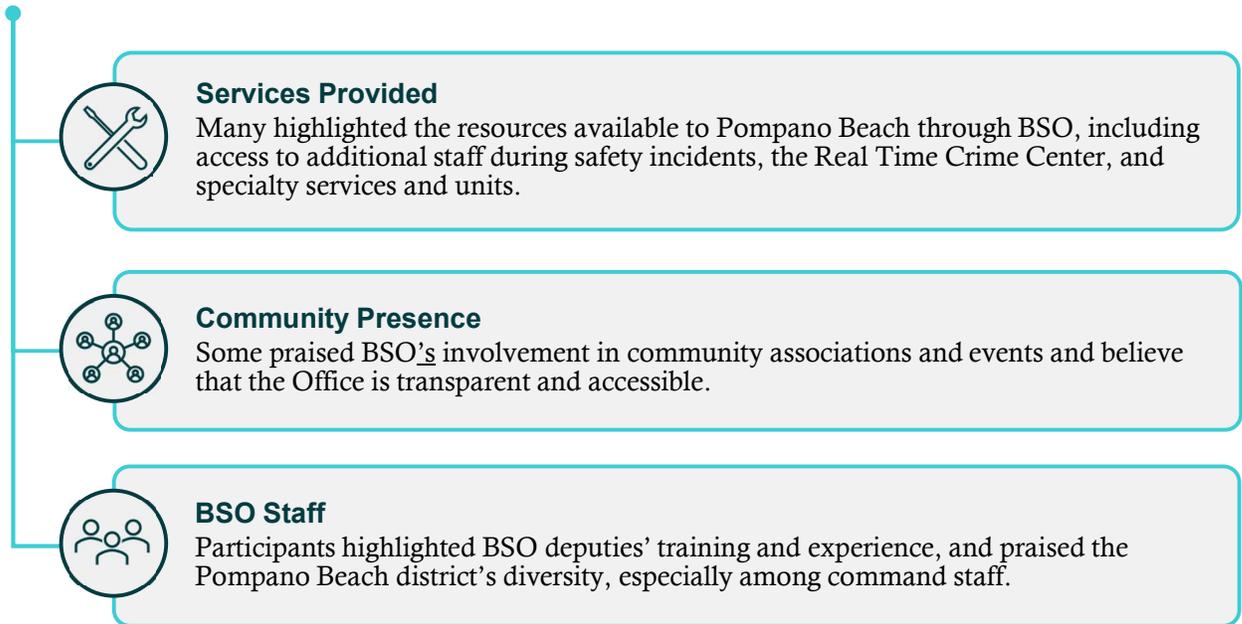
SENSE OF SAFETY

Participants were asked, “How safe do you feel in our community today? What influences your sense of safety the most?” Themes from the discussions included:



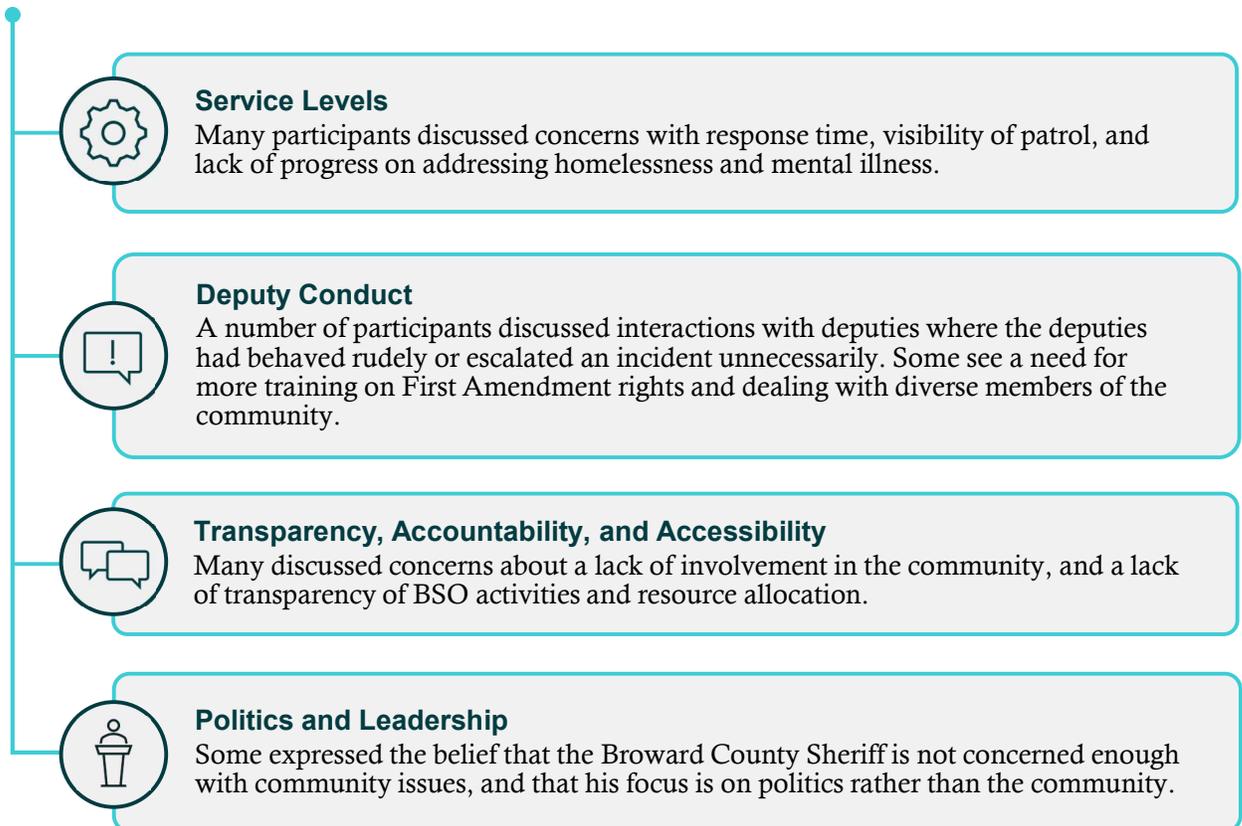
SERVICE QUALITY

Participants were asked, “What do you see as the strengths of our current law enforcement services provided by the Sheriff’s Office?” Themes from the discussions included:



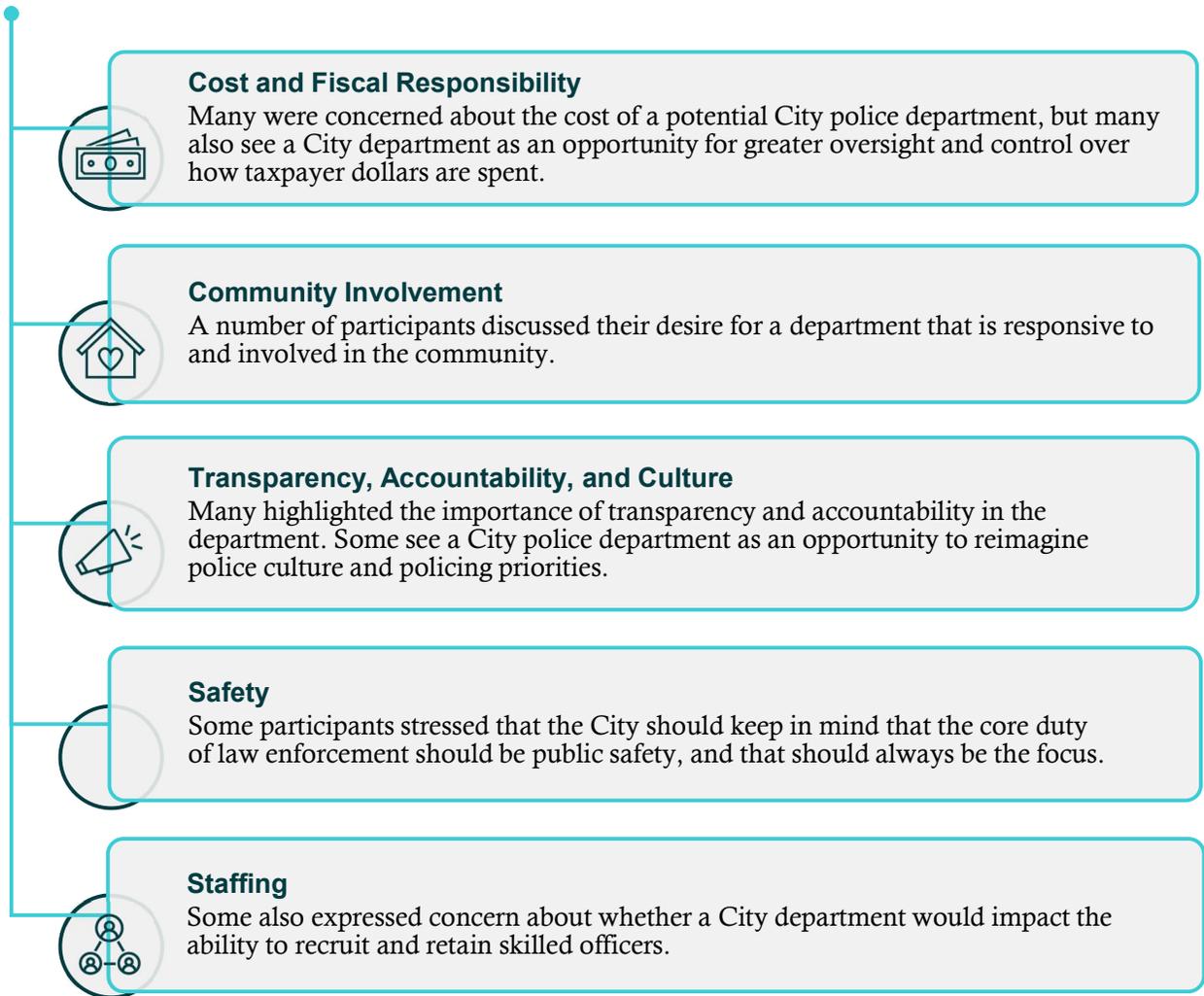
GAPS OR CONCERNS

Participants were asked, “Are there areas where you feel law enforcement services could be improved in our community?” Themes from the discussions included:



OVERALL CHOICE

Participants were asked, “What considerations will be most important to you personally in deciding whether you would support the City creating its own police department or continuing services with the Sheriff’s Office?” Themes from the discussions included:



Operating and Capital Cost Assumptions

The following sections detail the key assumptions that went into the cost model developed for this report. The goal of the model was to replicate existing BSO service levels, and assumptions were largely based on data from BSO and comparison data from benchmark police departments, as well as the insight and judgment of members of the project team with law enforcement backgrounds and expertise. The following sections detail specific assumptions about staffing levels, personnel costs, other operating costs, and capital costs.

Staffing Analysis and Personnel Cost Assumptions

A police department's staff are both the most important part of its operations and its largest cost driver. The project team conducted extensive analysis to determine appropriate staffing levels for a standalone Pompano Beach police department that would maintain the City's current service levels. Key factors that were used for this analysis included:

- The number of BSO positions is currently 100% allocated to Pompano Beach (direct staffing levels)
- The approximate number of countywide BSO positions serving Pompano Beach, estimated based on the ratio of Pompano Beach's population to the total population that BSO serves
- The number of positions in each unit in benchmark police departments¹³, prorated by population
- Policing best practices and project team expertise

The following section provides a more detailed analysis of estimated staffing needs by unit.

STAFFING NEEDS BY UNIT

Command

Pompano Beach District BSO Command currently includes four positions, including a Major who serves in a similar command role as a Chief would in a standalone police department. The Major and command team is responsible for overseeing day-to-day operations at the District, as well as coordinating with other BSO functions as needed. The Major also serves as a liaison to the City and is the City leadership's primary point of contact.

The project team recommends a total of 6.0 FTEs in the Command function of a standalone police department. This is somewhat higher than the estimated current staffing but similar to benchmarks, as illustrated in the following table.

¹³ Specific communities included in the review were Boynton Beach, Clearwater, Delray Beach, and Hollywood. Miami Beach was also considered, but the Department has significantly higher staffing levels compared to peers, so it was not used in calculations.

Table 11: Estimated Command Staffing

Existing BSO FTEs: Direct: 4.0 Indirect: 0.0	Benchmark Average FTEs: 5.9	Estimated FTEs: 6.0
 Current BSO Positions: <ul style="list-style-type: none"> • Major: 1.0 • Captain: 1.0 • Executive Sergeant: 1.0 • Administrative Assistant: 1.0 	 Estimated Positions: <ul style="list-style-type: none"> • Chief: 1.0 • Assistant Chief: 1.0 • Executive Sergeant: 1.0 • Administrative Assistant: 1.0 • Lieutenant over Special Projects and Internal Affairs: 1.0 • Lieutenant or civilian Manager over Support Services: 1.0 	
Total: 4.0	Difference from Current Staffing: +2.0	

The four existing positions would remain in the estimated standalone department, although the Major position would be reclassified as Chief and the Captain reclassified as Assistant Chief to reflect their expanded scope of responsibilities. The project team recommends two additional Command positions:

- One Lieutenant position to oversee the new Internal Affairs function, discussed further in this report, as well as to support the Chief and Assistant Chief with any special projects.
- One Lieutenant or civilian Manager position to oversee the support services teams (e.g., records management), discussed further in this report. The City’s Chief would have the option of making this position sworn or non-sworn.

These positions are recommended to help ensure a robust command structure is in place to oversee a department with more staffing and a wider scope than the existing BSO district.

Patrol Command

Two Captains oversee both the Patrol and Investigations functions, with one assigned to Area One of the District and the second assigned to Area Two. Each is supported by an Executive Lieutenant responsible for case reviews and reporting, and by two Patrol Lieutenants responsible for overseeing patrol deputies.

It is recommended that a City Police Department allocate these command positions by function rather than Area, with one Captain and four Lieutenants overseeing Patrol and one Captain and two Lieutenants overseeing Investigations. This aligns with the current allocation of Lieutenant, as the four Patrol Lieutenants supervise the Patrol Sergeants and the two Executive Lieutenants supervise the Investigative Sergeants.

The reason for this recommendation is to allow for more collaboration across geographic boundaries. Dividing both functions across two separate chains of command creates a structural barrier to collaboration and coordination. Structuring all of Patrol to fall under a single Captain would help ensure that they are all working toward collective goals and share priorities. It also creates more flexibility to reallocate officers across Areas to respond to operational needs.

This change would also allow for similar flexibility and collaboration for Investigations teams. Additionally, the model is assuming additional specialized investigative teams to replicate BSO service levels, as described in later sections of this report, and in many cases, the teams are small enough that it would not be feasible to divide the work between the two Areas.

The estimated allocation would mean five dedicated Patrol Command positions. This is similar to benchmarks, as illustrated in the following table.

Table 12: Estimated Patrol Command Staffing

Existing BSO FTEs: Direct: 5.0 Indirect: 0.0	Benchmark Average FTEs: 5.7	Estimated FTEs: 5.0
 Current BSO Positions: <ul style="list-style-type: none"> • Captain: 1.0 • Patrol Lieutenant: 4.0 	 Estimated Positions: <ul style="list-style-type: none"> • Captain: 1.0 • Patrol Lieutenant: 4.0 	
Total: 5.0	Difference from Current Staffing: 0.0	

Patrol

The BSO Pompano Beach District Patrol function consists of 157 positions, including 16 Sergeants and 141 Deputies. Patrol deputies respond to calls for service across the District and proactively patrol Pompano Beach to identify potential public safety concerns. The staffing model in this report maintains existing service levels, so no changes are assumed. However, staffing levels and deployment strategies will likely vary based on workload patterns, community concerns, and policy decisions. Appendix C includes a more detailed analysis of patrol staffing needs for Pompano Beach.

This allocation is similar to benchmarks, as illustrated in the following table.

Table 13: Estimated Patrol Staffing

Existing BSO FTEs: Direct: 157.0 Indirect: 0.0	Benchmark Average FTEs: 159.0	Estimated FTEs: 157.0
 Current BSO Positions: <ul style="list-style-type: none"> • Patrol Sergeant: 16.0 • Patrol Deputy 141.0 	 Estimated Positions: <ul style="list-style-type: none"> • Patrol Sergeant: 16.0 • Patrol Deputy” 141.0 	
Total: 157.0	Difference from Current Staffing: 0.0	

Patrol Support

The sworn patrol officers in the BSO Pompano Beach District are supported by 12 non-sworn support staff, including two Administrative Specialists providing administrative support to patrol command and 10 Community Service Aides (CSAs) who take reports and respond to low risk calls for service such as minor traffic accidents.

The project team recommends keeping the same number of positions in the Patrol Support function. This is somewhat higher than benchmarks, as illustrated in the following table, but many do not have a separate CSA function and instead rely on sworn officers for taking reports and responding to calls for service.

Table 14: Estimated Patrol Support Staffing

Existing BSO FTEs: Direct: 12.0 Indirect: 0.0	Benchmark Average FTEs: 2.7	Estimated FTEs: 12.0
 Current BSO Positions: <ul style="list-style-type: none"> Administrative Assistant: 2.0 CSA: 10.0 	 Estimated Positions: <ul style="list-style-type: none"> Administrative Assistant: 2.0 CSA: 10.0 	
Total: 12.0	Difference from Current Staffing: 0.0	

Marine Patrol

Three of the BSO Pompano Beach District patrol deputies are designated as marine patrol and are responsible for patrolling and responding to calls for service on the City’s beaches and waterways. The District also has access to the BSO’s Dive Team and regional Marine Patrol, which provide water rescue and water-based investigation services across the BSO service area. The portion of these regional teams dedicated to Pompano Beach is estimated at 0.4 FTEs, given the number of positions on the team and the ratio of Pompano Beach’s population to the total BSO service population.

The project team recommends keeping the same number of dedicated marine patrol positions and assumes that the City will continue to have access to the BSO specialty teams as needed, as those services are offered to all communities across the County. This 3.0 FTE allocation is somewhat higher than the benchmark average, as illustrated below, but reflects current direct service levels.

Table 15: Estimated Marine Patrol Staffing

Existing BSO FTEs: Direct: 3.0 Indirect: 0.4	Benchmark Average FTEs: 0.7	Estimated FTEs: 3.0
 Current BSO Positions: <ul style="list-style-type: none"> Marine Patrol Deputy: 3.0 Access to BSO Marine and Dive Teams 	 Estimated Positions: <ul style="list-style-type: none"> Marine Patrol Deputy: 3.0 Access to BSO Marine and Dive Teams 	
Total: 3.4	Difference from Current Staffing: -0.4	

Traffic

The BSO Pompano Beach District has a Traffic unit consisting of one Sergeant and 11 Deputies responsible for enforcing traffic and parking laws across the District, as well as investigating accidents. They are assisted by the Patrol CSAs, who take reports for minor accidents, as well as the BSO’s regional traffic unit, which investigates the

most serious accidents that occur. BSO reports that in 2025, 40 of the unit’s 149 investigations originated in Pompano Beach, including 28% of fatal crash investigations and 25% of critical crash investigations. This translates into an estimated staffing level of 27% of the unit’s 25 positions, or 6.7 FTEs.

The project team recommends that a City police department assume responsibility for all traffic enforcement and investigation actions and recommends a team of 19 sworn officers, including one additional Sergeant, to ensure a reasonable span of control for supervisors. This allocation matches estimated direct and indirect service levels and is similar to the benchmark average, as illustrated below. The team would continue to be supported by the Patrol CSAs.

Table 16: Estimated Traffic Staffing

Existing BSO FTEs: Direct: 12.0 Indirect: 6.7	Benchmark Average FTEs: 18.3	Estimated FTEs: 19.0
 Current BSO Positions: <ul style="list-style-type: none"> • Sergeant: 1.0 • Deputy: 11.0 • Support from CSAs • Support from the BSO Traffic Unit 	 Estimated Positions: <ul style="list-style-type: none"> • Sergeant: 2.0 • Police Officer: 17.0 • Support from CSAs 	
Total: 18.7	Difference from Current Staffing: +0.3	

Investigations

Investigations Command

As discussed in the Patrol Command section above, the Pompano Beach BSO District currently allocates command staff by area, rather than function, but the project team recommends separating Patrol and Investigations. One of the existing Captain positions and four of the existing Lieutenant positions are recommended to oversee Patrol, with the remaining Captain and two Lieutenants recommended to oversee Investigations.

This allocation is similar to the benchmark average, as illustrated below.

Table 17: Estimated Investigations Command Staffing

Existing BSO FTEs: Direct: 3.0 Indirect: 0.0	Benchmark Average FTEs: 2.9	Estimated FTEs: 3.0
 Current BSO Positions: <ul style="list-style-type: none"> • Captain: 1.0 • Lieutenant: 2.0 	 Estimated Positions: <ul style="list-style-type: none"> • Captain: 1.0 • Lieutenant: 2.0 	
Total: 3.0	Difference from Current Staffing: 0.0	

Major Crimes

Major crimes, which include homicide, other violent crimes, cold cases, missing persons cases, and robberies¹⁴, are investigated by regional BSO teams that work across the entire service area. BSO provided workload data on three of these crime types, violent crimes, missing persons, and robbery, for 2023 and 2024. They provided information on both the total number of cases for BSO and the total number of cases originating in Pompano Beach. Overall, approximately 33% of these cases originated in Pompano Beach, as illustrated below.

Table 18: Major Crimes Caseloads in BSO and Pompano Beach, 2023-2024

Unit	BSO Totals, 2023-2024 ¹⁵	Pompano Beach Totals, 2023-2024	Pompano Percentage
Homicide ¹⁶	1,066	336	63%
Violent Crimes	1,266	281	22%
Missing Persons	2,376	951	40%
Robbery	1,227	402	33%
Total	5,935	1,970	33%
Assumed Capacity Dedicated to Pompano Beach (out of 40 total BSO)			12.4 FTEs

There are 54 sworn positions in the major crimes investigative teams, per information provided by BSO, and if 33% of their capacity is dedicated to BSO, it would translate to 12.4 FTEs in total. Pompano Beach already has a dedicated Robbery detective in the countywide BSO team, so this would mean an estimated additional 11.4 FTEs of regional capacity.

The model assumes 14 total positions, as illustrated below, aligned with current staffing levels, but with an additional supervisory position to ensure reasonable spans of control. This is somewhat lower than benchmarks, and it is important to note that policy decisions made by the new City department, including average caseload per detective and standards around when to pursue an investigation, will influence staffing needs.

Table 19: Estimated Major Crimes Staffing

Existing BSO FTEs: Direct: 1.0 Indirect: 11.4	Benchmark Average FTEs: 19.1	Estimated FTEs: 13.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to BSO Major Crimes Unit • Robbery Detective: 1.0 	 Estimated Positions: <ul style="list-style-type: none"> • Sergeant: 2.0 • Detective: 11.0 	
Total: 12.4	Difference from Current Staffing: +0.6	

¹⁴ The BSO Major Crimes Unit also includes special victims' crimes, such as sexual assault, but these are addressed in a separate section of this report.

¹⁵ Totals reflect new cases and do not include active cases carried over from previous years.

¹⁶ Includes non-homicide cases investigated by the Homicide Unit.

Property Crimes

Property crimes, such as burglaries and thefts that do not involve the threat of bodily harm, are the one category of crime currently investigated by a team of detectives fully allocated to the Pompano Beach District. The team, which consists of two Sergeants and 16 Detectives, investigates all reported property crimes in the district, regardless of the amount of available evidence or the likelihood of the crime being solved.

This staffing level is somewhat higher than benchmarks, as illustrated in the table below, but it is maintained because it matches the City’s current service level. However, policy decisions by the City could impact how these positions are assigned. BSO’s current practice of investigating all crimes, regardless of the likelihood that they will be solved, requires significant investigative capacity.

Table 20: Estimated Property Crimes Staffing

Existing BSO FTEs: Direct: 18.0 Indirect: 0.0	Benchmark Average FTEs: 11.6	Estimated FTEs: 18.0
 Current BSO Positions: <ul style="list-style-type: none"> Sergeant: 2.0 Detective: 16.0 	 Estimated Positions: <ul style="list-style-type: none"> Sergeant: 2.0 Detective: 16.0 	
Total: 18.0	Difference from Current Staffing: 0.0	

Special Victims

BSO has a regional Special Victims Unit, which is responsible for investigating sexual assault cases, cases involving child, elderly, or animal abuse, and felony domestic violence cases. The portion of this regional team dedicated to Pompano Beach is estimated at 8.5 FTEs, including one dedicated Detective, based on workload data provided by BSO.

Table 21: Special Victims Caseloads in BSO and Pompano Beach, 2023-2024

Year	Total Cases	Cases Originating in Pompano Beach	Pompano Percentage
2024	1,130	858	76%
2025	1,488	731	49%
Average	1,309	795	63%
Assumed Capacity Dedicated to Pompano Beach (out of 14 total BSO)			8.5 FTEs

The project team recommends that a City Police Department take on responsibility for investigating these types of crimes via a dedicated eight-person team, which matches estimated BSO service levels. Again, however, policy standards and workload will help the City make future determinations of appropriate staffing levels.

Table 22: Estimated Special Victims Staffing

Existing BSO FTEs: Direct: 1.0 Indirect: 7.5	Benchmark Average FTEs: 4.5	Estimated FTEs: 8.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to the BSO Special Victims and Internet Crimes Against Children teams • Detective: 1.0 	 Estimated Positions: <ul style="list-style-type: none"> • Sergeant: 1.0 • Detective: 7.0 	
Total: 8.5	Difference from Current Staffing: -0.5	

Vice and Narcotics

The BSO Pompano Beach District has a dedicated Crime Suppression Team responsible for investigations of narcotics and street crime. The team consists of one Sergeant and 10 Deputies, three of whom are K9 officers working with trained dogs. BSO also has countywide Narcotics teams responsible for investigating major regional narcotics cases. The portion of this regional team dedicated to Pompano Beach is estimated at 2.4 FTEs, given task force workload data provided by BSO.

Table 23: Vice and Narcotics Caseloads in BSO and Pompano Beach, 2023-2024

Team	Total Cases	Cases Originating in Pompano Beach	Pompano Percentage
Broward County Drug Task Force	135	31	23%
Gang Investigations Task Force	100	20	20%
Organized Crime Task Force	90	16	18%
Narcotics Interdiction Task Force	808	79	10%
Total	1,133	146	13%
Assumed Capacity Dedicated to Pompano Beach (out of 19 total BSO)			2.4 FTEs

This would give Pompano Beach an existing service level of approximately 13.4 FTEs. It is recommended that a City police department maintains this existing service level and expands the Crime Suppression Team to have broader vice and narcotics responsibilities. This is somewhat higher than benchmarks, as illustrated below, and could be revised based on workload and the City’s policy decisions on how to dedicate public safety resources.

Table 24: Estimated Vice and Narcotics Staffing

Existing BSO FTEs: Direct: 11.0 Indirect: 2.4	Benchmark Average FTEs: 10.6	Estimated FTEs: 13.0
 Current BSO Positions: <ul style="list-style-type: none"> • Sergeant: 1.0 • Deputy: 10.0 • Access to the BSO Narcotics teams 	 Estimated Positions: <ul style="list-style-type: none"> • Sergeant: 2.0 • Detective 11.0 	
Total: 13.4		Difference from Current Staffing: -0.4

Money Laundering and Gaming

BSO maintains regional teams dedicated to investigating money laundering and gambling-related offenses. In addition, one Detective within the regional Money Laundering team is fully dedicated to cases originating in Pompano Beach. Based on the size of the regional teams and Pompano Beach’s proportion of the overall service population, the estimated level of financial crimes investigative capacity attributable to the City is approximately 2.8 FTEs, inclusive of the dedicated Detective position.

The estimated staffing model maintains this estimated service level by establishing a small, dedicated Money Laundering and Gaming Unit consisting of one Sergeant and three Detectives. While this staffing level is higher than the benchmark average, it reflects the City’s current access to regional investigative capacity and recognizes the specialized nature of financial crimes investigations. As with other investigative functions, future staffing levels should be re-evaluated based on workload, case complexity, and policy priorities established by the governing body and Police Chief.

Table 25: Estimated Money Laundering and Gaming Investigations Staffing

Existing BSO FTEs: Direct: 1.0 Indirect: 3.6	Benchmark Average FTEs: 1.2	Estimated FTEs: 4.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to the BSO Money Laundering and Gaming teams • Money Laundering Detective: 1.0 	 Estimated Positions: <ul style="list-style-type: none"> • Sergeant: 1.0 • Detective: 3.0 	
Total: 4.6		Difference from Current Staffing: +0.4

Homeland Security and Counterterrorism

BSO operates a regional Homeland Security and Counterterrorism function that works in coordination with federal, state, and regional partners to investigate threats with homeland security implications and to plan security for events

with elevated risk profiles. Based on the size of the regional team and Pompano Beach’s proportion of the total service population, the estimated level of capacity attributable to the City is approximately 1.7 FTEs.

The estimated staffing model maintains this level of service by establishing a small Homeland Security and Counterterrorism function within the City Police Department, consisting of one Sergeant and one Detective. While this staffing level is slightly below benchmark averages, it reflects the City’s anticipated workload and the expectation that the Department would continue to participate in regional task forces and information-sharing networks. Staffing levels should be reassessed as threat profiles, event activity, and regional coordination requirements evolve.

Table 26: Estimated Homeland Security and Counterterrorism Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 1.7</p>	<p>Benchmark Average FTEs: 2.8</p>	<p>Estimated FTEs: 2.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Access to the BSO Homeland Security and Counterterrorism team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Sergeant: 1.0 • Detective: 1.0 	
<p>Total: 1.7</p>	<p>Difference from Current Staffing: +0.3</p>	

Investigations Support

Administrative Support

The sworn investigators discussed in the previous sections are supported by a team of non-sworn support staff. The BSO Pompano Beach District investigative support function is currently staffed by two Administrative Specialists who collect and analyze data at investigators’ direction, create transcriptions, and provide general administrative support. The District also has a dedicated Case Filing Specialist who provides case information to County prosecutors. The regional BSO investigative teams all have similar support positions. The portion of these regional positions dedicated to Pompano Beach is estimated at 2.8 FTEs, given the number of positions on the team and the ratio of Pompano Beach’s population to the total BSO service population.

The project team recommends maintaining existing estimated service levels, with the existing positions supplemented by a second Case Filing Specialist to account for the increased workload. It is also recommended that the City Department have an Investigations Support Manager overseeing investigative support functions and ensuring coordination across all relevant staff. This staffing level is somewhat higher than the benchmark average, as shown below, and should be regularly re-evaluated based on actual workload needs.

Table 27: Estimated Investigations Administrative Support Staffing

Existing BSO FTEs: Direct: 3.0 Indirect: 2.2	Benchmark Average FTEs: 1.2	Estimated FTEs: 5.0
 Current BSO Positions: <ul style="list-style-type: none"> Administrative Specialist: 2.0 Case Filing Specialist: 1.0 	 Estimated Positions: <ul style="list-style-type: none"> Administrative Specialist: 2.0 Case Filing Specialist: 2.0 Investigations Support Manager: 1.0 	
Total: 5.2	Difference from Current Staffing: -0.2	

Crime Scene Processing

There are no dedicated crime scene processing positions for the Pompano Beach BSO District. Some CSAs and Deputies are trained to process simple crime scenes, and more complex scenes are handled by a regional BSO team. The portion of this regional team dedicated to Pompano Beach is estimated at 4.8 FTEs, based on workload data provided by BSO for the previous two years, as illustrated below.

Table 28: Crime Scene Processing Caseloads in BSO and Pompano Beach, 2023-2024

Year	Total Crime Scenes Processed	Scenes in Pompano Beach	Pompano Percentage
2024	753	196	26%
2025	727	198	27%
Average	740	197	27%
Assumed Capacity Dedicated to Pompano Beach (out of 18 total BSO)			4.8 FTEs

It is important that crime scene processing be available at any time. Crimes can happen day or night, and any delay in processing the scene could result in the loss of valuable evidence. The regional BSO team has 18 employees, enough to provide 24/7 on-call coverage, but this could not feasibly be accomplished by a team of three to four positions. The project team recommends aligning with public safety best practices and creating two four-person teams, each with three Crime Scene Technicians and one Supervisor, to ensure adequate coverage. However, there may be alternatives, such as partnering with a neighboring jurisdiction to create a shared crime-scene processing team that takes advantage of economies of scale or assigning CSAs or Detectives trained in crime scene processing to each shift.

Table 29: Estimated Crime Scene Processing Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 4.8</p>	<p>Benchmark Average FTEs: 5.8</p>	<p>Estimated FTEs: 8.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Support from CSAs • Access to the BSO Crime Scene Processing team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Support from CSAs • Crime Scene Supervisor: 2.0 • Crime Scene Technician: 6.0 	
<p>Total: 4.8</p>	<p>Difference from Current Staffing: +3.2</p>	

Digital Forensics

BSO has a regional Digital Forensics team responsible for extracting data from cell phones and computers, building video timelines of incidents, and otherwise providing digital forensics support to detectives. The portion of this regional team dedicated to Pompano Beach is estimated at 2.0 FTEs, given the number of positions on the team and the ratio of Pompano Beach’s population to the total BSO service population.

The estimated staffing model maintains this current level of service by creating two dedicated Forensic Assistant positions. This is somewhat higher than the benchmark average, as illustrated below; some departments incorporate these duties into the detective role, rather than having separate dedicated positions.

Table 30: Estimated Digital Forensics Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 2.2</p>	<p>Benchmark Average FTEs: 0.7</p>	<p>Estimated FTEs: 2.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Access to the BSO Digital Forensics team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Digital Forensic Assistant: 2.0 	
<p>Total: 2.2</p>	<p>Difference from Current Staffing: -0.2</p>	

Victim Services

BSO has a regional Victim Services team responsible for supporting individuals impacted by violent crime, including advocating for their needs and connecting them with resources. The portion of this regional team dedicated to Pompano Beach is estimated at 0.7 FTEs, given the number of positions on the team and the ratio of Pompano Beach’s population to the total BSO service population.

It is recommended that the City Department have two Victim Advocates, more than the current estimated staffing level, because it is important to maintain coverage even when one individual is out of the office. Additionally, victim advocacy is an emotionally taxing role, and it is important that the individuals doing the work have an opportunity for an appropriate work/life balance.

Not all benchmarks have victim advocate positions, as illustrated below, but the estimated staffing would replicate existing service levels. There may also be grant opportunities available to offset the cost of the positions.

Table 31: Estimated Victim Services Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 0.7</p>	<p>Benchmark Average FTEs: 0.2</p>	<p>Estimated FTEs: 2.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Access to the BSO Victim Services team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Victim Advocate: 2.0 	
<p>Total: 0.7</p>	<p>Difference from Current Staffing: +1.3</p>	

Intelligence-Led Policing

Crime Analysis

The BSO Pompano Beach District has two Crime Analysts, one assigned to Area One and the second to Area Two. They are responsible for collecting and analyzing data relevant to investigations and ongoing public safety issues. Additionally, there are Crime Analysts assigned to many of the regional BSO investigative teams. The portion of these regional positions dedicated to Pompano Beach is estimated at 5.4 FTEs, given the number of positions on the team and the ratio of Pompano Beach’s population to the total BSO service population.

It is recommended that a City Police Department expand the number of Crime Analysts to better align with its increased scope, and to assign Analysts to specific investigative teams. This will help Analysts develop a deeper knowledge of specific areas and investigations, allowing them to provide more effective support. It is recommended that the Department have a team of five Crime Analysts: two dedicated to property and financial crimes, one to vice and narcotics, one to major crimes, and one to special victims.

This is somewhat lower than the estimated existing service levels, but higher than the benchmark average, as illustrated below. Appropriate staffing levels should be re-evaluated based on actual workload needs.

Table 32: Estimated Crime Analysis Staffing

<p>Existing BSO FTEs: Direct: 2.0 Indirect: 5.4</p>	<p>Benchmark Average FTEs: 3.9</p>	<p>Estimated FTEs: 5.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Crime Analyst (2) • Access to the BSO regional Crime Analysts 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Crime Analyst: 5.0 	
<p>Total: 7.4</p>	<p>Difference from Current Staffing: -2.4</p>	

Covert Surveillance

BSO has a regional Covert Surveillance team responsible for monitoring crime suspects by tracking their phones and through other forms of electronic surveillance. The Department also has a separate Intelligence Gathering team responsible for using social media and other sources to find information on suspects, potential crimes, and potential public safety risks. The portion of these regional teams dedicated to Pompano Beach is estimated at 2.8 FTEs, given the number of positions on the team and the ratio of Pompano Beach’s population to the total BSO service population.

None of the benchmark communities have dedicated intelligence-gathering or surveillance functions, as illustrated below, but positions are included in the staffing model to match existing service levels. However, this role could also be incorporated into detectives’ duties.

Table 33: Estimated Covert Surveillance Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 2.8	Benchmark Average FTEs: 0.0	Estimated FTEs: 3.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to the BSO regional Covert Surveillance and Intelligence Gathering teams 	 Estimated Positions: <ul style="list-style-type: none"> • Sergeant: 1.0 • Officer: 3.0 	
Total: 2.8	Difference from Current Staffing: +0.2	

Real-Time Crime Center

The BSO Pompano Beach District has a Real-Time Crime Center (RTCC) staffed with one Sergeant, six Detectives, and one civilian Crime Analyst. The RTCC is responsible for 24/7 monitoring of more than 1,300 security cameras throughout the City. The team analyzes the footage for potential risks or evidence of crime, and uses artificial intelligence tools to track license plates, identify suspects’ faces, detect guns, and detect fights.

The estimated staffing model maintains existing service levels. However, BSO staff report that the dedicated RTCC staffing levels are not sufficient to maintain 24/7 coverage, and they often are supplemented by staff from the District’s investigative teams. The project team performed an analysis to understand staffing needed to maintain a minimum of two employees on duty during weekdays (7AM to 7PM Monday to Friday) and one employee on duty during the rest of the time. Assuming that the positions continue to work 12-hour shifts as they do currently, this would translate into a need for 10 positions, four more than assigned currently.

It is recommended that the positions largely transition to be non-sworn, rather than sworn. This will allow for longer-term staffing, as sworn individuals often cycle through different roles. The estimated staffing would be one Sergeant, one Detective, and six Crime Analysts, with one of the six Analysts dedicated to help support the City’s Homeland Security and Counterterrorism team.

Many of the benchmark communities do not have RTCCs, as illustrated in the low benchmark average shown below. Of those that do, the Center is not in operation 24/7. Limiting the time when the RTCC is actively monitored would be an option that could allow the City to reduce RTCC staffing needs.

Table 34: Estimated Real-Time Crime Center Staffing

Existing BSO FTEs: Direct: 8.0 Indirect: 0.0	Benchmark Average FTEs: 1.9	Estimated FTEs: 11.0
 Current BSO Positions: <ul style="list-style-type: none"> Sergeant: 1.0 Detective: 6.0 Crime Analyst: 1.0 Other investigative staff capacity 	 Estimated Positions: <ul style="list-style-type: none"> Sergeant: 1.0 Detective: 2.0 Crime Analyst: 8.0 	
Total: 8.0	Difference from Current Staffing: +3.0	

Burglary Apprehension

BSO has a regional Burglary Apprehension Team responsible for tracking down burglary suspects throughout the region. The Team is a task force with members from BSO as well as neighboring jurisdictions. The portion of this regional team dedicated to Pompano Beach is estimated at 0.6 FTEs, given the number of positions on the team and the ratio of Pompano Beach’s population to the total BSO service population.

No benchmark jurisdiction has dedicated Burglary Apprehension staff, as illustrated below, but the staffing model allocates one Officer position to this role to match current estimated service levels. It is assumed that this individual would serve on BSO’s regional task force.

Table 35: Estimated Burglary Apprehension Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 0.6	Benchmark Average FTEs: 0.0	Estimated FTEs: 1.0
 Current BSO Positions: <ul style="list-style-type: none"> Access to BSO’s Burglary Apprehension Team 	 Estimated Positions: <ul style="list-style-type: none"> Access to BSO’s Burglary Apprehension Team Officer: 1.0 	
Total: 0.6	Difference from Current Staffing: +0.4	

Schools

There are 15 K-12 schools in the City of Pompano Beach, and there is currently a BSO School Resources Deputy assigned full-time to each, with one additional Deputy floating and assigned as needed, and one Sergeant supervising the team. The role of these Deputies is to provide a security presence at the schools, respond to any crimes occurring on school premises, and develop relationships with students and faculty to proactively address public safety issues.

The City has significantly more staffing dedicated to schools than benchmarks, as illustrated below, but the estimated model maintains current service levels. The team also recommends the addition of a second Sergeant position to reduce the existing position’s span of control.

Table 36: Estimated School Staffing

Existing BSO FTEs: Direct: 17.0 Indirect: 0.0	Benchmark Average FTEs: 1.3	Estimated FTEs: 18.0
 Current BSO Positions: <ul style="list-style-type: none"> Sergeant: 1.0 Deputy: 16.0 	 Estimated Positions: <ul style="list-style-type: none"> Sergeant: 2.0 Officer: 160 	
Total: 17.0	Difference from Current Staffing: +1.0	

Community Outreach, Resources, and Enforcement (CORE)

Neighborhood Support Team

The BSO Pompano Beach District has a dedicated Neighborhood Support Team (NST) consisting of five Deputies and a CSA. The role of this team is to establish relationships with members of the community and provide support as needed. Responsibilities of the NST include attending community meetings, organizing biweekly food distribution events, and overseeing the volunteer Citizens Observer Patrol. The team is overseen by the CORE Sergeant, who also supervises other community outreach functions in the District.

The estimated model maintains current service levels, although these levels are somewhat lower than benchmarks, as illustrated below. However, the BSO Pompano Beach District has more staff allocated than benchmarks to other community service functions, such as schools and the Homeless Outreach Team. Allocation of community-focused policing positions is a policy decision made by each organization based on priorities and resource availability.

In the previous Community Engagement section of this report, many residents who participated in community meetings expressed a desire for more proactive engagement from law enforcement. The City may choose to increase staffing in this area in response to community priorities.

Table 37: Estimated Neighborhood Support Team Staffing

Existing BSO FTEs: Direct: 7.0 Indirect: 0.0	Benchmark Average FTEs: 13.6	Estimated FTEs: 7.0
 Current BSO Positions: <ul style="list-style-type: none"> Sergeant: 1.0 Deputy: 5.0 CSA: 1.0 	 Estimated Positions: <ul style="list-style-type: none"> Sergeant: 1.0 Officer: 5.0 CSA: 1.0 	
Total: 7.0	Difference from Current Staffing: 0.0	

Homeless Outreach Team

The BSO Pompano Beach District has a dedicated Homeless Outreach Team consisting of three Deputies. The Team is responsible for conducting proactive patrols in areas with significant unhoused populations, issuing citations for code violations, and helping connect individuals to housing and other resources.

No benchmark communities have dedicated homelessness teams, as illustrated below. However, in community meetings, homelessness and vagrancy were often brought up as concerns, as discussed in the previous Community Engagement section of this report, and there was a desire expressed by many for enhanced effort in this area.

Table 38: Estimated Homeless Outreach Team Staffing

Existing BSO FTEs: Direct: 3.0 Indirect: 0.0	Benchmark Average FTEs: 0.0	Estimated FTEs: 3.0
 Current BSO Positions: <ul style="list-style-type: none"> Deputy: 3.0 	 Estimated Positions: <ul style="list-style-type: none"> Officer: 3.0 	
Total: 3.0	Difference from Current Staffing: 0.0	

Nuisance Abatement

The BSO Pompano Beach District has a dedicated Nuisance Abatement Deputy responsible for investigating reports of public nuisance and mitigating issues by issuing liens on property owners. The Deputy also serves on the City’s Nuisance Abatement Board.

No benchmark communities have dedicated Nuisance Abatement staff, but the model assumes that the City maintains current service levels. It is unusual, however, for a City employee to serve on a Nuisance Abatement Board, so it is recommended to remove that individual from that role to create separation between the Board and City government.

Table 39: Estimated Nuisance Abatement Staffing

Existing BSO FTEs: Direct: 1.0 Indirect: 0.0	Benchmark Average FTEs: 0.0	Estimated FTEs: 1.0
 Current BSO Positions: <ul style="list-style-type: none"> Deputy: 1.0 	 Estimated Positions: <ul style="list-style-type: none"> Officer: 1.0 	
Total: 1.0	Difference from Current Staffing: 0.0	

Crime Prevention Through Environmental Design (CPTED)

The BSO Pompano Beach District has a dedicated CPTED team of two Deputies trained in specialized CPTED techniques. The Deputies review permit applications and participate in final Certificate of Occupancy inspections to help ensure that buildings in the community are designed to reduce opportunities for crimes to occur.

No benchmark communities have dedicated CPTED staff, as illustrated below, but the model assumes that the City maintains current service levels.

Table 40: Estimated Crime Prevention Through Environmental Design Staffing

Existing BSO FTEs: Direct: 2.0 Indirect: 0.0	Benchmark Average FTEs: 0.0	Estimated FTEs: 2.0
 Current BSO Positions: <ul style="list-style-type: none"> Deputy: 2.0 	 Estimated Positions: <ul style="list-style-type: none"> Officer: 2.0 	
Total: 2.0	Difference from Current Staffing: 0.0	

Professional Standards and Training Policies and Accreditation

A standalone city police department will require the development and enforcement of extensive policies and procedures to ensure that policing best practices are followed. It is also best practice for police departments to be accredited by an outside agency, like the Commission for Florida Law Enforcement Accreditation. Accreditation helps ensure that police departments maintain high standards and are an important tool for communicating transparency and professionalism to the public.

BSO has dedicated policy and accreditation teams, and the portion of these regional teams dedicated to Pompano Beach is estimated at 0.9 FTEs, based on the ratio of these teams to other Department staff. However, the City would need more dedicated staff capacity as a standalone department without access to economies of scale, especially starting out. It is recommended that the City establish a five-officer Policy and Accreditation team that would be responsible for developing and maintaining Department policies, as well as for pursuing accreditation once the policies have been established.

This level of staffing is somewhat higher than the benchmark average, as illustrated below, but additional staffing will be required for a new department. It is possible that staffing levels could be reduced once the Department becomes more established.

Table 41: Estimated Policies and Accreditation Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 0.9	Benchmark Average FTEs: 4.1	Estimated FTEs: 5.0
 Current BSO Positions: <ul style="list-style-type: none"> Support from BSO’s Policy and Accreditation teams 	 Estimated Positions: <ul style="list-style-type: none"> Sergeant: 1.0 Officer: 4.0 	
Total: 0.9	Difference from Current Staffing: +4.1	

Internal Affairs

It is also important for a standalone city police department to have a dedicated internal affairs function responsible for investigating reports of policy violations or misconduct. BSO has a regional Internal Affairs team, and the portion of this regional team dedicated to Pompano Beach is estimated at 1.3 FTEs, based on the ratio of these teams to

other Department staff. However, the City would again need more dedicated staff capacity as a standalone department without access to economies of scale.

It is recommended that the City establish a five-Sergeant Internal Affairs team reporting to the Executive Lieutenant discussed in the Command section above. It is important that the positions be at the Sergeant rank or above to ensure the individuals have the appropriate experience and authority to investigate cases effectively.

Table 42: Estimated Internal Affairs Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 1.3</p>	<p>Benchmark Average FTEs: 2.9</p>	<p>Estimated FTEs: 4.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> Support from BSO’s Internal Affairs team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> Sergeant: 4.0 	
<p>Total: 1.3</p>	<p>Difference from Current Staffing: +2.7</p>	

Training

The BSO Pompano Beach District does not have any dedicated training positions, although many deputies have a part-time role as Field Training Officers (FTOs) supporting new recruits, and the Sergeant overseeing School Resource Deputies also coordinates the FTO program. BSO also has regional training staff responsible for coordinating training across the organization. The portion of these regional teams dedicated to Pompano Beach is estimated at 6.3 FTEs, based on the ratio of these teams to other Department staff. BSO does not train new officers in-house; instead, they are sent to an external Academy operated by Broward College.

The model assumes that the City’s Police Department would include six dedicated training positions. This is somewhat higher than benchmarks, as illustrated below, but matches estimated current service levels and aligns with policing best practices. The team would include one Lieutenant to oversee the team, two Sergeants, and one Officer to conduct training for sworn officers, one civilian Training Specialist to coordinate non-sworn and external training, and an Administrative Specialist to provide administrative support. It is assumed that the Department would continue to rely on an outside organization for its Academy.

Table 43: Estimated Training Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 6.3</p>	<p>Benchmark Average FTEs: 2.8</p>	<p>Estimated FTEs: 6.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Support from BSO’s training teams 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Lieutenant: 1.0 • Sergeant: 2.0 • Officer: 1.0 • Training Specialist: 1.0 • Administrative Specialist: 1.0 	
<p>Total: 6.3</p>	<p>Difference from Current Staffing: -0.3</p>	

Support Services within the Police Department

Records, Teletype, and Crime Reporting

BSO has one Public Records Specialist and one Records Warrant Specialist dedicated fully to the Pompano Beach District. The Records Specialist is responsible for coordinating the Office’s response to Freedom of Information Act (FOIA) requests, which often involves the review and redaction of body camera footage. The Records Warrant Specialist is responsible for Uniform Crime Reporting for Pompano Beach, which includes maintaining records of all arrests and other incidents that occur in the City. Both Specialists are supported by regional BSO teams. The Pompano Beach District is also served by BSO’s Teletype and Records team, which operates 24/7 and performs data entry for warrants, tags, stolen vehicles, and other incidents. The portion of this regional team dedicated to Pompano Beach is estimated at 10.5 FTEs, based on the ratio of these teams to other Department staff.

The staffing model combines all of these functions into a single Records, Teletype, and Crime Reporting team that would be responsible for records management, data entry, and FOIA requests. The team would operate 24/7 to match existing service levels, with a minimum of two individuals on duty at any given time. This would require a team of 15 employees, based on an analysis of coverage needs performed by the project team. This is somewhat higher than BSO service levels but lower than the benchmark average, as shown below. Staffing should be reevaluated regularly based on workload. The City should also consider appropriate service hours; many benchmarks’ records units do not operate 24/7. Limiting working hours could reduce staffing needs.

Table 44: Estimated Records, Teletype, and Crime Reporting Staffing

<p>Existing BSO FTEs: Direct: 2.0 Indirect: 10.5</p>	<p>Benchmark Average FTEs: 19.4</p>	<p>Estimated FTEs: 15.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Access to BSO records teams • Public Records Specialist: 1.0 • Records Warrant Specialist: 1.0 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Supervisor: 1.0 • Records Specialist: 4.0 • Records Technician: 10.0 	
<p>Total: 12.5</p>	<p>Difference from Current Staffing: +2.5</p>	

Budget and Finance

BSO has a dedicated organization-wide budget and finance staff responsible for developing and tracking the Office’s budget and managing accounting. The portion of these regional staff dedicated to Pompano Beach is estimated at 3.4 FTEs, based on the ratio of these staff to other Department staff.

It will be important for a standalone city department to have dedicated support as well. Recommended positions in other City departments are discussed further in this section, but it is also recommended that there be dedicated support within the Police Department to track the Department’s finances. The model assumes two new positions, one Management Analyst and one Administrative Specialist. This matches current estimated staffing levels, when added to the external budget and finance positions discussed further in this report.

Table 45: Estimated Police Budget and Finance Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 3.4	Benchmark Average FTEs: 2.7	Estimated FTEs: 2.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to BSO budget and finance staff 	 Estimated Positions: <ul style="list-style-type: none"> • Management Analyst: 1.0 • Administrative Specialist: 1.0 	
Total: 3.4	Difference from Current Staffing: -1.4	

Details and Special Events

Pompano Beach is a vibrant community with many large events. These events often require public safety presence to control crowds, direct traffic, and respond to any incidents. Construction in public roadways also often requires similar support. These needs are generally staffed by details, who are sworn off-duty officers. Although the officers are off-duty, staff time is still required to coordinate detail requests and ensure officers are available to meet the community’s needs. BSO has regional Details and Special Events teams that coordinate these functions. The portion of these regional teams dedicated to Pompano Beach is estimated at 2.2 FTEs, based on the ratio of these teams to other Department staff.

The model assumes that the current service level is maintained, with a dedicated Sergeant and Administrative Specialist assigned to manage details and special requests. However, the City should evaluate staffing levels based on actual workload.

Table 46: Estimated Details and Special Events Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 2.2	Benchmark Average FTEs: 0.0	Estimated FTEs: 2.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to BSO Details and Special Events teams 	 Estimated Positions: <ul style="list-style-type: none"> • Sergeant: 1.0 • Administrative Specialist: 1.0 	
Total: 2.2	Difference from Current Staffing: -0.2	

Grants Management

There are many grants available to law enforcement agencies that provide significant funding opportunities. However, there is also staff time required to apply for these grants and manage their use and reporting requirements. BSO has a regional team responsible for managing grants across the organization, but it will also be important for a standalone Police Department to have grant management capacity. The portion of this regional team dedicated to Pompano Beach is estimated at 1.3 FTEs, based on the ratio of this team to other Department staff, and the staffing model assumes the same level of service.

Table 47: Estimated Grants Management Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 1.3	Benchmark Average FTEs: 0.3	Estimated FTEs: 1.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to BSO Grants team 	 Estimated Positions: <ul style="list-style-type: none"> • Grant Coordinator: 1.0 	
Total: 1.3	Difference from Current Staffing: -0.3	

Supply Management

The Pompano Beach BSO District has one dedicated Property Specialist, responsible for tracking and maintaining supplies used by the District. Pompano Beach also has access to the BSO’s organization-wide property management team, as well as its armory team responsible for maintaining firearms and related supplies. The portion of these regional teams dedicated to Pompano Beach is estimated at 0.8 FTEs, based on the ratio of these teams to other Department staff, and the staffing model assumes the same level of service.

The model assumes two Quartermaster positions to manage property for the Police Department, as well as a dedicated Armorer responsible for maintaining the Department’s weapons. This is somewhat higher than estimated BSO service levels, but similar to benchmark communities, as illustrated below.

Table 48: Estimated Supply Management Staffing

Existing BSO FTEs: Direct: 1.0 Indirect: 0.8	Benchmark Average FTEs: 3.2	Estimated FTEs: 3.0
 Current BSO Positions: <ul style="list-style-type: none"> Property Manager: 1.0 Access to BSO's property and armory teams 	 Estimated Positions: <ul style="list-style-type: none"> Quartermaster: 2.0 Armorer: 1.0 	
Total: 1.8	Difference from Current Staffing: +1.2	

Evidence Management

There are no dedicated evidence management positions at the BSO Pompano Beach District, although the Administrative Sergeant oversees evidence as part of their duties. Evidence is stored and managed by the central BSO, overseen by a regional Evidence team.

The portion of this regional team dedicated to Pompano Beach is estimated at 2.2 FTEs, based on the ratio of this team to other Department staff, and the staffing model assumes the same level of service. However, BSO benefits from economies of scale. It will be important to have adequate staffing to effectively process and oversee evidence, and the project team recommends five positions to align with public safety best practices.

Table 49: Estimated Evidence Management Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 2.2	Benchmark Average FTEs: 3.3	Estimated FTEs: 5.0
 Current BSO Positions: <ul style="list-style-type: none"> Access to BSO's Evidence team 	 Estimated Positions: <ul style="list-style-type: none"> Sergeant or Civilian Manager: 1.0 Evidence Technician: 4.0 	
Total: 2.2	Difference from Current Staffing: +2.8	

Personnel Administration

The BSO Pompano Beach District has two Administrative Specialists who are primarily responsible for supporting personnel actions, like processing employee payroll and other administrative work related to hiring, leave, and other personnel actions. These staff are supported by Human Resources staff in the Sheriff's Office and the County.

The staffing model assumes additional City Human Resources staff support, as discussed further in this section, but also recommends maintaining the two existing positions to provide dedicated administrative support within the Police Department. This is similar to staffing levels in benchmark departments, as illustrated below.

Table 50: Estimated Evidence Management Staffing

Existing BSO FTEs: Direct: 2.0 Indirect: 0.0	Benchmark Average FTEs: 1.9	Estimated FTEs: 2.0
 Current BSO Positions: <ul style="list-style-type: none"> Administrative Specialist: 2.0 	 Estimated Positions: <ul style="list-style-type: none"> Administrative Specialist: 2.0 	
Total: 2.0	Difference from Current Staffing: 0.0	

Recruitment

Recruitment for sworn officers is a time-consuming process. Applicant pools can be limited, and there is often competition from other public safety organizations in the region. The process is also logistically challenging, requiring the coordination of background checks, physicals, and Academy training. It is important for police departments to have dedicated recruitment support. BSO has a Recruitment team responsible for recruitment across the organization. The portion of this regional team dedicated to Pompano Beach is estimated at 2.2 FTEs, based on the ratio of this team to other Department staff.

The staffing model assumes some additional recruitment support beyond estimated current staffing levels, because additional capacity will likely be needed for a new department. A team of four is estimated, with a Sergeant and two Officers supported by an Administrative Specialist. However, it may be possible to reduce staffing once the workload is better understood. Responsibility for background checks could also be supplemented with retired officers working part-time.

Table 51: Estimated Recruitment Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 2.2	Benchmark Average FTEs: 3.0	Estimated FTEs: 4.0
 Current BSO Positions: <ul style="list-style-type: none"> Access to the BSO's Recruitment team 	 Estimated Positions: <ul style="list-style-type: none"> Sergeant: 1.0 Officer: 2.0 Administrative Specialist: 1.0 	
Total: 2.2	Difference from Current Staffing: +1.8	

Public Information

BSO currently provides public information services through a countywide Public Information Office, which is responsible for media relations, social media management, public alerts, and outreach. Based on the size of the regional team, the estimated level of public information support attributable to Pompano Beach is approximately 3.2 FTEs.

The estimated staffing model assumes the establishment of an internal Public Information function within the City Police Department to provide consistent, department-specific communications and community engagement.

Recommended staffing includes one sworn supervisor and two civilian communications professionals. This structure aligns with estimated current service levels and reflects the importance of proactive, transparent communication for a standalone police department. The City may also supplement this capacity through coordination with Citywide communications staff as appropriate.

Table 52: Estimated Public Information Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 3.2</p>	<p>Benchmark Average FTEs: 3.0</p>	<p>Estimated FTEs: 3.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Access to the BSO's Public Information team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Sergeant: 1.0 • Strategic Communications Administrator: 2.0 	
<p>Total: 3.2</p>	<p>Difference from Current Staffing: -0.2</p>	

Front Desk

A team of six CSAs staff the front desk of the Pompano Beach BSO District. They are responsible for assisting anyone who comes in for assistance, including taking basic reports and directing them to the appropriate law enforcement personnel. New CSAs generally work at the front desk to gain experience before eventually transitioning to the Patrol team.

The model assumes maintaining current service levels. Many benchmarks lack dedicated front desk positions, as illustrated below. Instead, the role is often the responsibility of records staff or sworn officers on duty.

Table 53: Estimated Front Desk Staffing

<p>Existing BSO FTEs: Direct: 6.0 Indirect: 0.0</p>	<p>Benchmark Average FTEs: 1.5</p>	<p>Estimated FTEs: 6.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • CSA: 6.0 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • CSA: 6.0 	
<p>Total: 6.0</p>	<p>Difference from Current Staffing: 0.0</p>	

Attrition

Recruiting and retaining officers is a challenge for many police departments due to the challenging nature of the work. Even when a new officer is hired, they generally must spend six to eight months in training before they can be deployed. This means that without planning, vacant positions can remain unfilled for long periods, limiting the Department's effectiveness.

BSO is a large enough organization that can generally move staff around to address any deficiencies. In interviews, BSO staff reported that BSO regularly assigns staff from outside of the Pompano Beach District to work in Pompano Beach to address any vacancies. However, a standalone Police Department would not have that option. It is recommended that the Department hire additional officers beyond the stated complement to be ready for any

vacancies. The number of additional officers should be reevaluated annually based on actual attrition, but the model assumes 3% over-hire, or nine officers, based on the model used by the City of Miami Beach.

Table 54: Estimated Attrition Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 0.0	Benchmark Average FTEs: 0.0	Estimated FTEs: 9.0
 Current BSO Positions: <ul style="list-style-type: none"> None 	 Estimated Positions: <ul style="list-style-type: none"> Officer: 9.0 	
Total: 0.0	Difference from Current Staffing: +9.0	

Support Services Outside of the Department
Budget and Finance

BSO has a dedicated organization-wide budget and finance staff responsible for developing and tracking the Office’s budget and managing accounting, as previously discussed. The Police Department should have some support for financial management within the Department, but it will also be important for the City to add capacity on its Budget and Finance teams to support the additional workload created by a Police Department.

The model assumes three additional positions, a Budget Analyst and two Accountants, based on estimated BSO service levels and benchmark averages, as well as discussions with City staff about anticipated needs. These positions would be based outside of the Police Department.

Table 55: Estimated Budget and Finance Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 3.4	Benchmark Average FTEs: 3.4	Estimated FTEs: 3.0
 Current BSO Positions: <ul style="list-style-type: none"> Access to BSO budget and finance staff 	 Estimated Positions: <ul style="list-style-type: none"> Budget Analyst: 1.0 Accountant: 2.0 	
Total: 3.4	Difference from Current Staffing: -0.4	

Payroll

It will also be important to supplement the City’s capacity to manage the payroll for the Police Department. BSO has no dedicated payroll team; it is a responsibility of the Finance team. However, benchmark communities have an average of one dedicated police payroll position, and this also aligns with discussions with City staff about anticipated payroll needs. The model assumes one additional Payroll Specialist, based out of the City’s Finance Department.

Table 56: Estimated Payroll Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 0.0	Benchmark Average FTEs: 0.9	Estimated FTEs: 1.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to BSO finance staff 	 Estimated Positions: <ul style="list-style-type: none"> • Payroll Specialist I: 1.0 	
Total: 0.0	Difference from Current Staffing: +1.0	

Procurement

BSO has a countywide Procurement team responsible for purchasing supplies and entering into contracts for the organization overall. The portion of this regional team dedicated to Pompano Beach is estimated at 1.4 FTEs, based on the ratio of this team to other Department staff, and the staffing model assumes the same level of service. The model assumes two Purchasing Agents based out of the City’s Procurement team, based on discussions with City staff and benchmark comparisons.

Table 57: Estimated Procurement Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 1.4	Benchmark Average FTEs: 1.9	Estimated FTEs: 2.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to the BSO’s Procurement team 	 Estimated Positions: <ul style="list-style-type: none"> • Purchasing Agent: 2.0 	
Total: 1.4	Difference from Current Staffing: +0.6	

Human Resources

BSO has a countywide Human Resources team responsible for employee records, benefits management, and other personnel responsibilities. The portion of this regional team dedicated to Pompano Beach is estimated at 2.1 FTEs, based on the ratio of this team to other Department staff. The model assumes two additional Human Resources Associates based out of the City’s Human Resources Department, based on discussions with City staff and benchmark comparisons.

Table 58: Estimated Human Resources Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 2.1</p>	<p>Benchmark Average FTEs: 3.1</p>	<p>Estimated FTEs: 3.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Access to the BSO’s Human Resources team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Human Resources Associate: 3.0 	
<p>Total: 2.1</p>	<p>Difference from Current Staffing: +0.9</p>	

Risk Management

BSO has an organization-wide Risk Management team responsible for maintaining the safety program and managing any claims against the Office. The portion of this regional team dedicated to Pompano Beach is estimated at 0.7 FTEs, based on the ratio of this team to other Department staff. The model assumes one additional Risk Reduction Officer to the City’s Risk Management team, based on discussions with City staff and benchmark comparisons.

Table 59: Estimated Risk Management Staffing

<p>Existing BSO FTEs: Direct: 0.0 Indirect: 0.7</p>	<p>Benchmark Average FTEs: 0.6</p>	<p>Estimated FTEs: 1.0</p>
<p> Current BSO Positions:</p> <ul style="list-style-type: none"> • Access to the BSO’s Risk Management team 	<p> Estimated Positions:</p> <ul style="list-style-type: none"> • Risk Reduction Officer: 1.0 	
<p>Total: 0.7</p>	<p>Difference from Current Staffing: +0.4</p>	

Legal Support

BSO maintains an organization-wide Legal Services function that supports a range of law enforcement legal needs, including claims management, arbitration, asset forfeiture, risk protection orders, and contract review. Based on the size of this function, the estimated level of legal support attributable to Pompano Beach is approximately 1.1 FTEs. To support a standalone Police Department, the staffing model assumes the addition of one Assistant City Attorney and one Legal Assistant within the City’s Legal Department. These positions would support police operations, labor and employment matters, policy review, and litigation management. Staffing levels should be re-evaluated periodically based on workload, risk exposure, and the City’s ability to supplement internal capacity with outside counsel as needed.

Table 60: Estimated Legal Support Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 1.1	Benchmark Average FTEs: 1.8	Estimated FTEs: 2.0
 Current BSO Positions: <ul style="list-style-type: none"> • Access to the BSO’s Legal team 	 Estimated Positions: <ul style="list-style-type: none"> • Assistant City Attorney: 1.0 • Legal Assistant: 1.0 	
Total: 1.1	Difference from Current Staffing: +0.9	

Facility Management

The facility that currently houses the Pompano Beach BSO District is owned by the City, and the City is already responsible for all maintenance and repairs. However, the facility needs will be greater under a larger City Police Department, and additional staff capacity will be required for facility upkeep (see the Operating and Capital Cost Assumptions section of this report for more details). The exact facility staffing needs once a plan for the facility has been developed, but the model assumes one additional General Trades Mechanic, based on discussions with City staff.

Table 61: Estimated Facilities Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 0.0	Benchmark Average FTEs: 2.5	Estimated FTEs: 1.0
 Current BSO Positions: <ul style="list-style-type: none"> • None 	 Estimated Positions: <ul style="list-style-type: none"> • General Trades Mechanic: 1.0 	
Total: 0.0	Difference from Current Staffing: +1.0	

Information Technology

BSO has an organization-wide IT team responsible for managing software and hardware across the Office. The portion of this regional team dedicated to Pompano Beach is estimated at 4.1 FTEs, based on the ratio of this team to other Department staff. The model assumes five additional positions based out of the City’s IT department, based on a review of benchmark staffing and discussions with City staff on staffing needs to ensure 24/7 on-call technology support coverage.

Table 62: Estimated Information Technology Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 4.1	Benchmark Average FTEs: 2.5	Estimated FTEs: 5.0
 Current BSO Positions: <ul style="list-style-type: none"> Support from BSO's IT team 	 Estimated Positions: <ul style="list-style-type: none"> Senior IT Analyst: 2.0 IT Analyst: 3.0 	
Total: 4.1	Difference from Current Staffing: +0.9	

Fleet

It is estimated that the City's Police Department would need approximately 377 vehicles, as discussed in the Capital Costs Assumptions section further in this report. The vehicles will require significant additional staff support to maintain. The model assumes initial staffing levels of 100 vehicles per mechanic, which translates to four additional mechanics, along with a Supervisor and an Administrative Specialist. However, actual staffing needs should be evaluated regularly based on the number of work orders, hours logged by mechanics, and vehicle downtime.

Table 63: Estimated Fleet Staffing

Existing BSO FTEs: Direct: 0.0 Indirect: 0.9	Benchmark Average FTEs: 0.9	Estimated FTEs: 6.0
 Current BSO Positions: <ul style="list-style-type: none"> Support from BSO's Fleet team 	 Estimated Positions: <ul style="list-style-type: none"> Fleet Operations Supervisor: 1.0 Mechanic III: 1.0 Mechanic II: 3.0 Administrative Specialist: 1.0 	
Total: 0.9	Difference from Current Staffing: +5.1	

AREAS WITHOUT DEDICATED PERSONNEL

BSO provides some services to all jurisdictions in the County regardless of contract status. The contract states that countywide services, such as helicopter patrol, mounted patrol, and forensic analysis, "would be provided by BSO to any and all other municipalities in Broward County that request such service, irrespective of whether or not the CITY has a contract with BSO for such services." Taking on these specialty services would be cost-prohibitive for the City. The City has also contributed significant funds to the development of these services over the course of the contract, and it is important that it continues to realize the benefits of that investment.

For these reasons, items listed as countywide services in the contract are generally assumed to remain with BSO. Key services assumed to remain with BSO are shown in the table below.

Table 64: Functions Still Assumed to be County Functions

Service Remaining with the County	Comments
911 and Dispatch	Many benchmark communities have their own dispatch services, but setting up a City dispatch center requires significant investments in facilities, personnel, and technology. Dispatch is a County service separate from BSO and is provided to all jurisdictions at no cost.
Crime Lab	The City will require support from an external crime lab to process evidence, and BSO provides services to all jurisdictions at no cost.
Specialty Teams (e.g., Helicopter Patrol, Air Rescue, Mounted Patrol)	The cost of buying and maintaining some of the specialized equipment that BSO has would not be feasible for a smaller department, so it is recommended that the City continue to use BSO for specialized services.

There would also be some police functions that currently have dedicated positions at BSO, where no positions are currently recommended for a City department. These positions are listed below.

Table 65: Functions with No Dedicated Staff

Service Without Dedicated Staffing	Comments
Chaplains	It is assumed that all Chaplains would serve on a part-time or volunteer basis.
Nutrition and Fitness	It is assumed that any wellness support would be provided through City benefits programs or outside contractors.
Special Weapons and Tactics (SWAT) and Drone Teams	It is assumed that both teams would have ancillary duties on top of an officer's core responsibilities. The model assumes 20 SWAT officers (two teams of 10) and four trained drone pilots. All benchmarks operate these teams as ancillary duties.
Police Academy	It is assumed that new officers would be trained by an external organization, rather than the City operating its own Academy. All benchmarks use external academies.

RECOMMENDED STAFFING SUMMARY

Based on the assumptions detailed in the sections above, the City would need a total of 424 new FTEs to replicate current service levels, of which 400 would be in the Police Department itself and 24 in other City departments, as illustrated in Table 66. (Note: this comparison does not include functions that the model assumes will stay with the County, like 11 Dispatch.) Numbers are rounded to the nearest 0.1 FTE.

Table 66: Total Estimated Staffing Needs by Group

Category	Estimated City Department Staffing	Total Estimated Current Staffing	Difference
Command	5.0	4.0	1.0
Patrol	197.0	195.7	1.3
Investigations	84.0	82.3	1.7
Surveillance and Tactical Ops	15.0	10.8	4.2
Community Policing	31.0	30.0	1.0
Professional Standards and Training	15.0	8.5	6.5
Support Services	68.0 ¹⁷	48.1	19.9
Attrition	9.0	0.0	9
Total	424.0¹⁸	409.4	14.6

The staffing model assumes approximately 14.6 more FTEs than are currently estimated to be allocated to Pompano Beach. A staffing increase is to be expected because BSO has more than 5,500 employees and has the benefit of economies of scale not available to a smaller organization. It is important to note, however, that this estimated staffing allocation is intended to replicate current service levels. The City has the option of making policy decisions that would increase or decrease staffing needs. Decisions on how to allocate positions, such as how many officers to assign to Patrol versus Community Policing, are also a policy decision that should be made by the City’s Chief in consultation with City leadership.

The estimated staffing levels are largely similar to benchmark staffing by population, as illustrated below. Specific staffing for benchmarks with available data, derived from budget documents and conversations with benchmark department command staff, are summarized in Appendix A.¹⁹ Numbers are rounded to the nearest 0.1 FTE.

Table 67: Total Estimated Staffing Compared to Benchmark Departments

Category	Estimated Total Staffing per 10,000 Residents	Average Benchmark Total Staffing per 10,000 Residents	Difference
Command	0.4	0.6	(0.16)
Patrol	17.2	20.3	(3.13)
Investigations	7.3	6.7	0.62
Surveillance and Tactical Ops	1.3	0.5	0.81
Community Policing	2.7	1.3	1.40
Professional Standards and Training	1.3	1.1	0.21
Support Services	5.9	4.6	1.33
Attrition	0.8	0.4	0.38
Total	37.0	35.6	1.37

¹⁷ 44.0 in the Police Department, the others in other City departments.

¹⁸ 400.0 in the Police Department.

¹⁹ Hollywood Police Department staffing levels are not included in the average because the Department has significantly higher staffing levels than other benchmarks; therefore, it is eliminated for a more relevant comparison.

The estimated staffing level is slightly higher than benchmarks, at 37.0 positions per 10,000 residents compared to 35.6 for benchmarks. The primary factors driving the disparity are:

- **Schools.** Pompano Beach has an officer assigned to every K-12 school in the community, while others generally have officers assigned to multiple schools.
- **Property Crimes.** Benchmark communities generally have fewer property crime detectives than Pompano Beach. This may be driven by the current BSO practice of investigating every property crime in the District, regardless of the likelihood that it will be solved.

PERSONNEL COST ASSUMPTIONS

The following sections detail how personnel costs were estimated by category. All personnel costs are assumed to escalate by 6.7% based on the average annual salary escalation in the City of Pompano Beach's most recently adopted Fire Department labor agreement.²⁰

Salary

Base Salary

Salaries for law-enforcement-specific positions are assumed to be generally aligned with the salary ranges used by BSO (e.g., a City Police Officer range aligned to a BSO Deputy range). For planning purposes, the model incorporates the compensation adjustments estimated by BSO in its FY2026 budget to reflect evolving regional labor-market conditions and to avoid understating the cost of recruitment-ready sworn compensation. While the estimated pay plan has not been adopted as of the time of this analysis, the Sheriff has pursued the adjustments through the formal budget process; therefore, the model treats the estimated ranges as a reasonable conservative assumption for estimating future costs.

Importantly, this assumption is also grounded in a practical implementation consideration: standing up a new police department on a compressed timeline is heavily dependent on the City's ability to recruit experienced lateral transfers, particularly from BSO and other agencies operating in the same labor market. One of the most significant implementation risks identified in this assessment is the ability to staff a new department quickly enough to maintain service continuity while the City transitions away from contracted service delivery. For that reason, the cost model reflects salary levels that are competitive not only with BSO, but also with the agencies the City would directly compete against for certified officers, including nearby municipal departments and other public safety employers within the region.

The following table compares the FY2026 salary ranges for police officer positions across benchmark agencies within approximately 50 miles of Pompano Beach. BSO's current salary range for a Deputy is approximately \$8,000 lower than the benchmark average; however, the estimated pay adjustment would bring BSO's range closer to prevailing market levels. This labor-market context reinforces the appropriateness of using the estimated ranges as a planning assumption when estimating the compensation levels likely required to support rapid lateral recruitment and early operational readiness.

²⁰ Base salaries for firefighters rose an average of 2.7% per year between 2019 and 2024 per the labor agreement, plus an additional 4% per year merit increases for all firefighters achieving satisfactory performance ratings.

Table 68: FY2026 Benchmark Salary Range Comparison for Police Officer/Deputy

Public Safety Agency	Minimum	Midpoint	Maximum
Fort Lauderdale	\$76,898	\$94,910	\$112,923
Hollywood	\$71,665	\$91,294	\$110,923
Delray Beach	\$72,000	\$102,090	\$132,180
Boynton Beach	\$76,650	\$98,394	\$120,138
Miramar	\$65,362	\$86,003	\$106,645
West Palm Beach	\$75,921	\$96,850	\$117,779
Miami Beach	\$64,697	\$80,156	\$95,615
BSO	\$64,448	\$84,607	\$104,766
Pompano Beach (Estimated)	\$71,255	\$93,544	\$115,833
Benchmark Average	\$71,885	\$92,814	\$113,743
Different from BSO	\$7,437	\$8,207	\$8,977
Difference from Pompano Beach	\$629	(\$730)	(\$2,089)

Under the estimated pay plan, Pompano Beach Police Officers would earn between \$71,255 and \$115,833 per year, escalated annually based on the average annual salary escalation for Pompano Beach Firefighters in the most recently adopted labor agreement.²¹ For multi-year projections, sworn salary growth is escalated based on the City’s most recently adopted public safety labor agreement trend (using firefighter wage escalation as an available local proxy), recognizing that actual police labor terms will ultimately be a City policy decision and may differ but the City’s historical experience with fire is the closest public safety analogue to indicate potential cost increases in the future. In comparison, the salary range for Pompano Beach Firefighters is between \$60,887 \$92,666 as of FY2026.²²

Salaries for non-law-enforcement-specific positions (e.g., Grant Coordinator) are based on the City’s existing salary ranges. Salaries for positions without a City or BSO equivalent (e.g., Assistant City Attorney) are estimated based on benchmark averages.

The model assumes that all employees’ salaries will start at the midpoint of the position’s FY2026 salary range. However, it is important to note that salaries can range significantly. There is a difference of nearly \$45,000 per year between the estimated minimum and maximum salary for a Police Officer, for example. This midpoint assumption is a planning convention that avoids understating costs when a department relies heavily on laterals and experienced hires; actual hiring outcomes may skew lower or higher depending on the mix of entry-level versus experienced recruits and negotiated pay practices.

Appendix B includes a list of estimated salary midpoints by position.

Overtime

Police departments also have significant overtime budgets, as officers regularly work overtime to meet minimum staffing requirements or to respond to critical incidents. To evaluate the estimated overtime cost, the project team reviewed line-item expenditures in benchmark communities and evaluated overtime costs per position as a percentage of the position’s base salary. For sworn officers, the benchmark costs averaged 16.5% of base salary, and for non-sworn positions, the benchmark costs averaged 1.9% of base salary. The project team used these assumptions

²¹ Base salaries for firefighters rose an average of 2.7% per year between 2019 and 2024, per the labor agreement, plus an additional 4% per year merit increases for all firefighters achieving satisfactory performance ratings.

²² “Classification by Pay Grade.” *City of Pompano Beach*, <https://cdn.pompanobeachfl.gov/city/pages/hr/Classification-by-Pay-Grade.pdf>.

to calculate estimated overtime costs for overtime-eligible positions. It is important to note that actual overtime expenditures are sensitive to vacancy rates, training pipeline timing, major incidents, and deployment policy; the benchmark-based assumptions are intended to reflect normalized conditions rather than peak-year events.

Additional Salary

Staff in police departments are often paid additional salary above their base, which could be a seniority bonus, additional compensation for serving in a special team, or compensation for working on a City holiday. Again, the project team used benchmark line-item expenditures to estimate these costs as a percentage of salary. Benchmark costs for sworn officers in benchmark communities averaged 5.4% of officers' base salary in the most recent fiscal year, and costs for non-sworn officers averaged 8.8% of base salary. These assumptions were used to calculate additional salary in the model.

Stipends

Finally, many police department staff receive expense reimbursements or stipends intended to cover out-of-pocket costs. This could include reimbursement for personal cell phones used for work purposes or reimbursement of travel and meal costs while traveling for work. Benchmark sworn officers received an average of \$289 each in the most recent fiscal year, and non-sworn officers received an average of \$23, and these figures were used in the model.

Benefits

Pension

Pension costs represent one of the most significant long-term cost drivers associated with operating a standalone police department and are also a critical factor in the City's ability to recruit and retain qualified personnel. The staffing model developed for this assessment assumes a heavy reliance on lateral transfers—particularly from the Broward Sheriff's Office—during the initial stand-up and early years of operation. As a result, continuity of retirement benefits is assumed to be a foundational recruitment incentive.

All sworn employees of the Broward Sheriff's Office participate in the Florida Retirement System (FRS). To preserve accrued service credit and allow lateral transfers to continue building upon their existing retirement investments, the model assumes that the City would adopt FRS for all sworn and civilian Police Department employees. Loss of pension continuity would represent a substantial barrier to lateral recruitment and would materially undermine the City's ability to staff a new department within the estimated implementation timeframe.

Based on the State's mandated FY2026 employer contribution rates, pension costs for sworn law enforcement personnel classified as high-risk positions are assumed at 35.2% of total salary, with lower contribution rates applied to non-sworn positions, consistent with FRS requirements.²³ These rates are assumed to continue for planning purposes, recognizing that actual contribution rates are subject to future legislative and actuarial adjustments.

The City of Pompano Beach is not currently an FRS employer; however, as a Florida municipality, it is eligible to apply for participation in the system. To do so, the City must submit a completed application to FRS, along with an ordinance adopted by the governing body approving the affiliation and a certified financial statement. The approval process can take up to 90 days and may be pursued in advance of department formation to support implementation planning and recruitment readiness.²⁴

It is important to note, however, that the City currently maintains a separate Pompano Beach Police and Firefighters' Retirement System, in which the Fire Department participates. This local pension system provides more generous

²³ "Contribution Rates Effective July 1, 2025." *FRS*, https://frs.fl.gov/forms/2025-26_contributions_total.pdf.

²⁴ FRS Agency Join. *Florida Retirement System*. <https://frs.fl.gov/forms/Agencyjoin.pdf>.

benefits than FRS and carries materially higher long-term costs. While the cost model assumes FRS participation for all Police Department employees to support near-term recruitment feasibility, the existence of two different pension systems within public safety creates potential internal equity pressures over time.

As the Police Department matures, the City may face policy considerations regarding whether—and under what circumstances—participation in the City’s local pension system should be extended to police personnel. Any such decision would have significant long-term fiscal implications that are not reflected in the current cost model and would require separate actuarial analysis and policy deliberation. Accordingly, pension system participation represents both a near-term recruitment necessity and a long-term cost exposure that should be carefully monitored as part of ongoing implementation and workforce planning.

Federal Insurance Contributions Act Payroll Tax (FICA)

FICA is a federal program, with a mandated contribution of 7.65% of total salary for all positions. This rate is assumed to continue moving forward.

Unemployment

The City will also be contributing to unemployment taxes for the new positions. In FY2025, the City contributed \$14.42 per Fire employee, and this figure is assumed to be the same for sworn police positions. The City also contributed \$4.66 per non-Fire employee, with this rate assumed for non-sworn employees.

Workers’ Compensation

Workers’ compensation insurance contributions are based on benchmark averages for the most recent fiscal year available. Benchmark jurisdictions paid an average of \$3,547 per sworn position and \$1,950 per non-sworn position. These figures are assumed for the model.

Health Insurance and Other Benefits

In FY2025, the City contributed a total of \$12,456 per employee toward health insurance and other benefits. This is similar to the per-employee contribution for police departments in benchmark jurisdictions, so this figure is used to estimate costs for all employees.

Incentive Pay

If the City opts to create its own Police Department, it must be staffed quickly, ideally with experienced officers who do not have to attend a Police Academy. The model is assuming similar compensation to BSO, as discussed above, but it is important that the City also offers an incentive for sworn employees at BSO or other organizations to transition to the City of Pompano Beach.

In 2022, Florida legislation²⁵ authorized the Florida Law Enforcement Recruitment Bonus Program, which provides a one-time, \$5,000 after-tax bonus for law enforcement recruits hired on or after July 1, 2022. Many police departments in Florida offer this as a hiring bonus for new officers, but incentive pay can vary depending on the department, as illustrated in the examples below.

²⁵ Florida Statute, Title XXXI, Chapter 445.08.

https://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0400-0499/0445/Sections/0445.08.html.

Table 69: Sample Local Police Officer Hiring Incentives in Florida

Jurisdiction	Certified Police Officer Incentive	Non-Certified Police Officer Incentive
Fort Lauderdale Police Department ²⁶	\$5,000	\$2,500
Miami Beach Police Department ²⁷	\$15,000	\$10,000
Pembroke Pines Police Department ²⁸	\$15,000	\$10,000

In addition to the state recruitment bonus, some benchmark agencies also provide agency-specific incentives for certified and non-certified hires. These signing bonuses are based on conditions established by the individual agencies. New hires for agencies such as the Miami Beach Police Department could be eligible for bonuses of up to \$20,000 based on their satisfactory completion of state and local incentive requirements.

The model assumes a hiring bonus of \$15,000 per sworn position to align with the Miami Beach and Pembroke Pines examples.

TOTAL ESTIMATED PERSONNEL COST

The following table shows total estimated personnel costs for the transition period and the first five years the Department is assumed to be in operation, based on the assumptions discussed above. Costs are escalated by 6.7% per year, based on the average annual salary escalation for Pompano Beach Firefighters in the most recently adopted labor agreement.

It is assumed that 2027 and 2028 will be a transition period, with full staffing starting in 2029. During the first year of the transition, the Chief and some internal support are assumed to be hired. Other positions are assumed to be hired approximately halfway through FY2028. Hiring incentives for all new sworn positions are assumed to be paid during the transition period, with additional hiring incentives assumed each year based on a 10% turnover assumption.²⁹

Cost estimates are shown in the following table. Numbers are rounded to the nearest \$100,000.

²⁶ Certified Police Officer Positions. *Fort Lauderdale Police Department*. <https://www.flpd.gov/join-flpd/join-the-team/certified-police-officer-positions>.

²⁷ City of Miami Beach Police Department Recruitment 2023. *GovernmentJobs*. <https://www.governmentjobs.com/careers/miamibeach/jobs/newprint/3945755>.

²⁸ "Recruitment/Employment." *City of Pembroke Pines*. <https://www.ppines.com/397/Recruitment-Employment>.

²⁹ General assumption based on knowledge of the public safety sector. Actual turnover can vary based on factors like compensation relative to the market, the overall policing environment, and organizational culture.

Table 70: Projected Personnel Costs by Category (\$000)

Category	2027	2028	2029	2030	2031	2032	2033
Salary	\$18.2	\$38.9	\$45.5	\$48.5	\$51.8	\$55.2	\$58.9
Overtime	\$2.4	\$5.2	\$6.1	\$6.5	\$6.9	\$7.4	\$7.9
Additional Salary	\$1.1	\$2.3	\$2.7	\$2.9	\$3.1	\$3.3	\$3.5
FICA	\$1.6	\$3.5	\$4.1	\$4.4	\$4.7	\$5.0	\$5.3
Pension	\$6.8	\$14.6	\$17.1	\$18.2	\$19.4	\$20.7	\$22.1
Stipends	\$0.0	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Unemployment Tax	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Health, Life, and Other Insurance	\$2.6	\$5.5	\$6.5	\$6.9	\$7.3	\$7.8	\$8.4
Workers' Comp	\$2.6	\$5.5	\$6.5	\$6.9	\$7.3	\$7.8	\$8.4
Hiring Incentives	\$4.0	\$1.1	\$0.6	\$0.6	\$0.7	\$0.7	\$0.8
Total	\$39.4	\$76.8	\$89.1	\$95.1	\$101.4	\$108.2	\$115.4

Non-Personnel Operating Cost Assumptions

The following sections summarize non-personnel operating costs assumed in the model, along with context on how the assumptions were developed. Operating cost assumptions were largely based on FY2025 operating budgets of benchmark police departments, prorated on a per-employee basis. For example, if a benchmark spends \$10,000 on uniforms per year, and has 100 sworn employees, the uniform cost would be assumed to be \$100 per officer. Cost assumptions were also reviewed based on BSO costs provided to the project team and based on policing best practices.

Costs are assumed to escalate at 2.0% per year, based on the City’s average increase in General Fund operating costs per FTE from FY2022 to FY2024.

Administrative Costs

The following table lists various administrative costs in the model, with costs assumptions shown in FY2025 dollars. Costs are generally based on benchmark averages, except for the liability and fleet insurance costs, which is based on an estimate from the City’s current provider.

Table 71: Estimated Administrative Costs in 2025 Dollars

Category	Estimated Cost (\$2025)
Communications and Engagement	\$7,020
External Contracts	\$189,731
Memberships and Subscriptions	\$11,401
Ongoing Training Costs	\$590,333
Administrative Overhead Costs	\$31,813
Contingency	\$307,476
Departmental Liability and Fleet Insurance	\$225,000
Printing and Mailing	\$17,488
Recruitment and Background Investigations	\$643,902

Materials and Supplies Costs

The following table lists various material and supply costs in the model, in 2025 dollars. All cost estimates are based on benchmarks.

Table 72: Estimated Material and Supply Costs in 2025 Dollars

Category	Estimated Cost (\$2025)
Safety Equipment for All Positions	\$98,724
Other Equipment	\$1,015,461
Other Materials and Supplies	\$558,391
Utilities	\$59,477
Ammunition and Other Firearms Costs	\$239,342
Uniforms	\$396,919

Operational Costs

The following table lists various operational costs in the model, in 2025 dollars. Again, all cost estimates are based on benchmarks.

Table 73: Estimated Operational Costs in 2025 Dollars

Category	Estimated Cost (\$2025)
Nuisance Aba Board costs	\$2,964
Community Engagement Materials	\$17,696
Patrol Overhead Costs	\$8,624
Costs of Administering the Detail Program	\$878,990

Fleet and Facilities Costs

The Capital Cost Assumptions section of this report provides more detail on the capital purchasing assumptions, but there is also a cost associated with maintaining the Department's fleet and facilities, as illustrated below. The cost of fleet maintenance, as well as fuel, lube, and other materials for the vehicles, is based on the Pompano Beach BSO

District’s actual FY2025 costs, escalated by the estimated increase in the number of vehicles assumed. The cost of groundskeeping and landscaping is also based on what BSO is paying currently, and the cost for waste management and custodial services is estimated based on the cost of the City’s existing custodial contract.

Table 74: Estimated Operational Costs in 2025 Dollars

Category	Estimated Cost (\$2025)
Vehicle Gas and Lube	\$1,624,819
Fleet Maintenance	\$1,334,214
Groundskeeping and Landscaping	\$16,469
Custodial Services	\$12,000

Technology Costs

The following table lists various ongoing technology costs in the model, with cost assumptions and a description of the technology’s purpose. Technology costs estimates were derived based on vendor quotes. More information about specific technology investments is shown in the Capital Cost Assumptions section below.

Table 75: Estimated Ongoing Technology Costs in 2025 Dollars

Category	Estimated Cost (\$2025)
Core Operational Systems – Computer Aided Dispatch (CAD), Records Management System (RMS), Mobile Data Terminals (MDTs)	\$260,000
Officer Technology (Body Cameras/In-Car)	\$425,000
Communications Infrastructure	\$310,000
Evidence and Investigative Technology	\$245,000
Facility Technology Systems	\$385,000
Real Time Crime Center	\$175,000

Sheriff Contracting Costs

It is assumed in the model that the transition takes place over a two-year period in 2027 and 2028, as discussed in the Implementation Pathway, Priorities, and Risk Assessment section further in this report, with BSO continuing to provide some services for both years. The current contract does not include explicit language on the procedures for terminating services, although it does state that both parties “shall cooperate in good faith in order to effectuate a smooth and harmonious transition” and that during the transition the BSO will provide “the same high quality of police service as contemplated by this Agreement.”

The model assumes that the City will take over some direct policing services in the first year of the transition, but to be conservative, it is assumed that the City will pay the full cost of the contract. It is assumed that the services provided will be reduced as the City’s Department becomes more established, and that the cost of the contract will also be reduced. For the purpose of the model, it is assumed that the contract cost in Year Two of the transition will be 19% of what it would have been if the City remained with BSO, based on the assumed percentage of positions hired in FY2027.

The estimated cost of the BSO contract is approximately \$68.1 million in 2027 and \$13.0 million in 2028 (\$71.5 million if the contract was still full-service), assuming a 5% annual increase.

Other Transition Costs

The process of establishing a standalone police department will be complex, as discussed in the Implementation Pathway, Priorities, and Risk Assessment section of this report. The process will require extensive project management, and it is likely that existing City staff will not have the capacity to maintain the appropriate level of oversight while also managing other responsibilities. Instead, the model assumes that the City will engage one or more third-party contractors to oversee implementation. Actual implementation costs will be highly dependent on final scope, duration, and the level of participation required from internal staff and external partners and may vary accordingly as implementation priorities and governance structures are finalized. For planning purposes, the model assumes a total transition implementation cost of \$750,000, allocated evenly over the first two years of the implementation period.

Costs Associated with a New Facility

Debt Service

There are also operating costs related to the Department's facility needs. Although the City owns the current Pompano Beach Public Safety Complex, the facility is not large enough to house the increased staffing needs of a standalone police department. As discussed in the Capital Cost Assumptions section further in this report, the City has the option of either renovating the existing facility or constructing a new facility. The cost of a new facility is estimated at approximately \$103.9 million in 2025 dollars. The cost of renovating the existing facility would vary significantly depending on the condition of the building and the extent of the renovation, but based on the additional square footage needs, the cost is estimated at approximately \$39.4 million.

The model assumes that the City will construct an entirely new facility, at a cost of \$6.8 million, escalated from \$103.9 million to account for inflation in 2027 (the projected first year of construction). It is unlikely that this cost would be feasible for the City to pay outright. The City's entire five-year FY2026 Capital Improvement Plan totals \$223.7 million, and the budgeted FY2026 ending fund balance for its General Capital Fund is \$34.8 million. Instead, the model assumes that the City will finance construction. The City will have approximately \$167 million of outstanding debt in 2027, based on existing bond repayment schedules, and has a statutory debt limit of approximately \$2.5 billion³⁰, meaning that there is ample statutory capacity for additional debt if the City opts to pursue more debt and receives approval from voters.

The cost of the new facility is assumed to be financed through a 30-year bond with a 4.42% interest rate. The duration is based on the City's most recent General Obligation bond, and the interest rate is based on the par-rated coupon reported in the S&P Municipal Bond Florida General Obligation Index as of January 2026.³¹ This translates to approximately \$8 million in debt service in the first year, gradually reducing as the principal is paid off. However, there is significant variation possible depending on City policy decisions and bond rates. Additionally, the existing facility, which is owned by the City, is nearing the end of its useful life, so some additional investment will be needed even if the City continues to contract with BSO.

Lease

The City will also likely need to lease space to house the Police Department while the construction takes place. Because the model assumes that the City will construct an entirely new police department facility, it is also assumed that the existing facility can continue to house approximately 282 positions during construction, the number of staff currently assigned to the Pompano Beach BSO District. This means that the leased space must house the additional 120 positions assumed to be in the Department. The cost of a lease will vary based on the space selected but would

³⁰ Source: 2024 Pompano Beach Annual Comprehensive Financial Report.

³¹ "S&P Municipal Bond Florida General Obligation Index." S&P, <https://www.spglobal.com/spdji/en/indices/fix-income/sp-municipal-bond-florida-general-obligation-index/#data>.

be estimated to be approximately \$275,000 per year, based on benchmark communities' leases. The lease is assumed to last for two years, from 2028 to 2029.

TOTAL ESTIMATED OPERATIONS COSTS

The following table illustrates projected non-personnel operations costs for both the transition period (FY2027-2028) and 10 years after. The model assumes that the City would take out an approximately \$107 million bond to finance a new facility, with a 30-year repayment period and a 4.42% interest rate. Numbers are rounded to the nearest \$100,000.

Table 76: Non-Personnel Operating Cost Projections (\$000)

Category	2027	2028	2029	2030	2031	2032	2033
Sheriff's Contract	\$68.1	\$13.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Facility-Related Costs	\$8.1	\$8.6	\$8.4	\$7.6	\$7.5	\$7.3	\$7.2
Other Operating Costs	\$7.1	\$10.0	\$10.7	\$10.9	\$11.1	\$11.3	\$11.5
Total	\$83.3	\$31.6	\$19.1	\$18.5	\$18.6	\$18.6	\$18.7

Capital Cost Assumptions

The following sections list the capital cost assumptions made in the model, including cost per item, number of items, and estimated useful life. Cost and useful life assumptions come from a number of sources, including benchmark departments, industry best practices, vendors, and the Florida Sheriff's Collective Purchasing Contract.

FACILITIES, FURNITURE, AND EQUIPMENT

The City owns the facility where the Pompano Beach BSO District is currently located, but it is not large enough to house the increased staffing assumed as part of this report. The current facility has 59,000 square feet of interior space, per information from City Facilities. However, analysis conducted by the project team estimates that a City Police Department facility would need approximately 100,000 square feet of space, based on industry best practices for square footage needed per FTE and per functional area.

There are different square footage assumptions for different types of personnel. Assumptions by division are shown in the table below.

Table 77: Estimated Space Needs by Function

Function	Estimated Square Footage Needs
Public Interface and Services	8,373
Command and Administration	3,260
Patrol Operations	16,560
Community Policing	2,933
Investigations Division	14,360
Investigations Support	6,346
Professional Standards	2,333
Training	3,813
Support Services	14,293
Surveillance and Tactical	3,186
Central Support and Infrastructure	17,000
Vehicle Operations and Fleet	7,025
Total	99,482

The following table details the estimated costs associated with constructing an entirely new facility with a 30-year useful life. Cost estimates were developed based on a review of construction costs for similar construction projects in Florida, although actual costs will vary based on factors like the facility's design and the cost of materials and labor.

Table 78: Facility Cost Projections (\$2025)

Item	Estimated Useful Life	Estimated Cost
Architectural and Engineering Design	30	\$9,175,536
Armory Security and Storage Systems	10	\$850,000
Building Construction	30	\$68,443,616
Construction Administration	30	\$1,376,330
Construction Contingency	30	\$2,752,661
Covered Patrol Vehicle Parking	30	\$1,950,000
Dumpster Gates and Masonry Enclosure	30	\$75,000
Emergency Communications Tower and DAS	20	\$350,000
Evidence Storage	30	\$1,250,000
Expanded Sally Port	30	\$600,000
Fleet Maintenance Facility	30	\$7,000,000
Geotechnical and Environmental Studies	N/A	\$125,000
Lawn, Grasses, Landscaping, and Irrigation	15	\$350,000
Legal and Administrative Fees	30	\$185,000
Locker Room and Personal Storage	30	\$150,000
Perimeter Fencing, Gates, and Barriers	30	\$285,000

Item	Estimated Useful Life	Estimated Cost
Permits and Inspections	30	\$425,000
Project Management and Consultation	30	\$458,777
Security Camera Systems (Exterior)	7	\$364,000
Signage and Wayfinding (Interior)	30	\$185,000
Site Civil Engineering, Soils Testing, and Survey	N/A	\$385,000
Site Excavation and Grading	N/A	\$4,100,000
Site Impact Fees	N/A	\$360,000
Site Signage and Wayfinding	30	\$35,000
Site Utility Installation	N/A	\$2,200,000
Testing and Commissioning	N/A	\$165,000
Vehicle Barriers and Access Control	30	\$135,000
Window Treatments	30	\$135,000
Total		\$103.9 M

The total construction is expected to cost approximately \$96.9 million, plus an additional \$7 million for a new fleet facility. This translates to a cost of approximately \$974 per square foot of space. In comparison, the City of Hollywood, Florida, is in the process of constructing an approximately 120,000 square foot police facility, with a total budget of \$72.5 million as of 2023,³² or approximately \$76.7 million in 2025 dollars when escalated based on the Engineering News Record’s (ENR) 2.8% annual construction cost increase as of January 2026. This translates to a cost of approximately \$639 per square foot. This is materially lower than the model’s prediction, but costs can be influenced by a variety of factors, like materials used, the amount of effort needed to prepare the site for construction, and the specific costs considered part of the project.

The model assumes that the City will construct an entirely new facility at a new location. Alternatively, the City could opt to renovate the existing public safety facility to modernize it and expand its square footage to accommodate the standalone department. Costs would vary depending on the estimated design of the expansion and the extent of the necessary structural change. However, based on the estimated construction cost per square foot, facility expansion would cost approximately \$39.4 million. The costs to lease a separate facility, as described in the Non-Personnel Operating Cost Assumptions section above, would also likely increase because it is not likely that the current facility could be used during the renovations. The lease for a property large enough to house the entire department is estimated at approximately \$1 million per year, approximately \$700,000 higher than the assumption if the City built a new facility.

Whatever option the City chooses, it is important to note that the existing facility is nearing the end of its useful life, so significant investment is likely even if the City continues to contract with BSO.

The facility will also have to be outfitted with furniture and equipment, which is largely owned by BSO at the current facility. The model also assumes costs for the facility’s furnishings and décor, as listed below. Costs are estimated based on vendor quotes and industry standards.

³² “Public Safety Facility.” *Hollywood*, <https://hollywoodfl.org/DocumentCenter/View/14526/Exhibit-A-Public-Safety>.

Table 79: Furniture and Decor Cost Projections (\$2025)

Item	Quantity	Estimated Useful Life	Estimated Cost per Unit	Estimated Total Cost
Administrative Office Furniture	N/A	7	\$1,000,000	\$1,000,000
Artwork and Décor	N/A	N/A	\$85,000	\$85,000
Break Room and Kitchen Equipment	N/A	12	\$125,000	\$125,000
Conference Room Furniture	N/A	7	\$360,000	\$360,000
Evidence Processing Furniture	N/A	7	\$145,000	\$145,000
Gym Equipment	N/A	10	\$285,000	\$285,000
Interview Room Furniture	N/A	7	\$127,744	\$127,744
Reception and Public Area Furniture	N/A	7	\$28,000	\$28,000
Training Room Equipment	N/A	10	\$95,000	\$95,000
Workstation Systems and Desks	N/A	5	\$825,000	\$825,000
Total				\$3.1 M

FLEET

The City Department is assumed to maintain the current BSO practice of assigning officers take-home vehicles, rather than shared cars. The quantity of vehicles shown below is based on staffing assumptions, inventories provided by BSO of existing vehicles assigned to Pompano Beach, and an assumed a 15% overhead for repairs.

The contract gives provision for the City to buy back vehicles from BSO if the contract ends, and it is assumed that BSO does this, with costs depreciated based on the useful life assumptions shown below. Cost of sworn vehicles are based on BSO records as of January 2026, and other costs are based on vendor quotes and on average costs of vehicles available through the Florida Sheriff’s Collective Purchasing Contract.

Table 80: Fleet Cost Projections (\$2025)

Item	Quantity	Estimated Useful Life	Estimated Cost per Unit	Estimated Total Cost
ATV/UTV	8	10	\$7,000	\$31,387
Cargo Van	3	10	\$45,000	\$121,503
Golf Cart	4	10	\$15,000	\$47,860
Motorcycle	13	7	\$29,875	\$298,445
Non-sworn Car/SUV	8	8	\$53,469	\$138,719
Patrol Boat	2	10	\$200,000	\$400,000
Sworn Car/SUV	304	8	\$60,860	\$15,982,903
Tactical / SWAT Vehicle (armored)	3	13	\$180,750	\$542,250
Trailer	28	20	\$18,000	\$244,534
K-9 Unit + Equipment	4	8	\$30,000	\$120,000
Total				\$17.9 M

OPERATIONAL EQUIPMENT

The following table lists operational equipment assumptions for the model, based on existing BSO inventory and benchmark departments. Costs are estimated based on vendor quotes and industry standards.

Table 81: Operational Equipment Cost Projections (\$2025)

Item	Quantity	Estimated Cost per Unit	Estimated Useful Life	Estimated Total Cost
Shredder	2	\$8,000	15	\$16,000
Ballistic Vests	367	\$1,225	5	\$449,575
Bicycles	23	\$2,550	5	\$58,650
Cyberdome Camera	3	\$3,100	10	\$9,300
Defibrillator	3	\$4,000	10	\$12,000
Electronic Key Management System	1	\$5,000	10	\$5,000
Fingerprint Scanner	12	\$3,300	5	\$39,600
GPS Tracking Device	3	\$300	5	\$900
Handguns	367	\$1,005	8	\$368,652
License Plate Readers	3	\$38,122	10	\$114,366
Patrol Rifles	367	\$1,400	10	\$513,800
Radar	37	\$3,500	7	\$129,500
Thermal Imaging Camera	2	\$8,500	10	\$17,000
Traffic Counter	4	\$8,000	10	\$32,000
Weighers Wheel Loader	12	\$2,000	20	\$24,000
Crime Scene Processing Equipment	1	\$165,000	N/A	\$165,000
Booking and Processing Equipment	1	\$280,000	N/A	\$280,000
Photography Equipment	1	\$48,000	N/A	\$48,000
Evidence Collection Kits	1	\$45,000	N/A	\$45,000
Drug Analysis Equipment	1	\$44,000	5	\$44,000
RUVIS/ALS Equipment for Latent Evidence	1	\$65,000	5	\$65,000
Rapid DNA System	1	\$185,000	5	\$185,000
Breaching Tools	5	\$1,050	20	\$5,250
Less-lethal Weapons	367	\$2,500	8	\$917,500
Night Vision / Thermal Optics	23	\$2,900	8	\$66,700
Portable Barriers / Crowd-control Kits	1000	\$130	15	\$130,000
Tactical Drones	3	\$13,250	2	\$39,750
Tactical Helmets and Body Armor	23	\$450	8	\$10,350
Tactical Shields	23	\$6,750	8	\$155,250

Item	Quantity	Estimated Cost per Unit	Estimated Useful Life	Estimated Total Cost
Total				\$3.9 M

TECHNOLOGY

Finally, the following lists assumptions for the Department’s technology capital needs. Cost estimates are based on quotes from vendors as well as discussions with the City’s IT Department.

Table 82: Technology Cost Projections (\$2025)

Category	Purpose	Estimated Cost (\$2025)
CAD Integration and Mobile Data Access	Pompano Beach will receive dispatch services through Broward County’s E-911 system rather than operating an independent communications center. The department will require CAD integration capabilities to ensure field personnel have access to dispatch information, unit status, and call data through mobile data terminals.	\$355,000
RMS	The RMS is the department’s primary database for documenting all police activity. Officers use it to write reports, investigators use it to track cases, and supervisors use it to review work and generate statistics. The system must comply with Florida’s reporting requirements and share data with prosecutors and courts.	\$825,000
MDTs	MDTs are laptop computers mounted in patrol vehicles. They give officers real-time access to dispatch information, criminal history databases, and department records without returning to the station. Officers can write reports, run license plates, and check for warrants from the field.	\$1,574,200
Database Access Systems	Officers need instant access to warrant information, driver’s license status, vehicle registration, and criminal history. These federal and state databases require certified connections and trained operators.	\$165,000
Body Camera System	Body-worn cameras are small video cameras worn on officers’ uniforms that record their interactions with the public. The footage serves as evidence in court, protects both officers and citizens by documenting what actually happened, and supports department transparency. All uniformed officers with public contact responsibilities will be equipped.	\$1,717,250
In-Car Video System	In-car video systems record activity in front of and inside patrol vehicles. They capture traffic stops, vehicle pursuits, and prisoner transport. The systems automatically sync with body-worn cameras so all footage from an incident can be reviewed together. It should be noted that BSO does not currently use this technology, but it is a best practice for transparency and accountability.	\$484,375
Officer Safety Technology	Officer safety technology includes systems to locate vehicles in real time, and to automatically dispatch support if an officer is in potential distress. These technologies enable rapid response when emergencies occur.	\$287,500
Radio System	Pompano Beach would participate in the regional P25 radio network, which provides interoperable communications with Broward County agencies, neighboring cities, and state/federal partners. The department would need portable radios for all officers and vehicle-mounted radios for patrol cars.	\$2,032,500
Communications Infrastructure	Supporting infrastructure ensures radio coverage throughout the police facility and provides backup communications for emergencies.	\$570,000
Digital Evidence Management	It will be important for a City Police Department to have a central system that stores and organizes all digital evidence: video footage, photographs, audio recordings, and files from electronic devices. Investigators can search, review, and share evidence while maintaining legal requirements for the chain of custody.	\$625,000

Category	Purpose	Estimated Cost (\$2025)
Interview Recording Systems	Professional recording systems document suspect and witness interviews. Multiple cameras capture the room from different angles, and audio is recorded separately for clarity. All recordings are automatically saved to the evidence management system.	\$248,000
Digital Forensics Laboratory	Digital forensics capabilities allow trained examiners to extract evidence from computers, cell phones, tablets, and other electronic devices. This evidence is critical in cases ranging from child exploitation to financial crimes to homicides.	\$330,000
Crime Scene Processing Technology	Modern crime scene processing uses specialized equipment to document scenes and collect evidence more thoroughly and accurately than traditional methods.	\$482,000
Facility Technology Systems	Facility technology systems are built into the police building and are included in the facility construction cost estimate of \$106 million. These systems provide building security, internal communications, and operational infrastructure.	\$1,410,000
Network Infrastructure and Workstations	This includes the cost of workstations for employees, as well as computer servers and network infrastructure to transmit and store data.	\$1,610,000
Communications and Audiovisual Equipment	This includes audiovisual systems within the police department as well as emergency backup communications,	\$1,045,000
Emergency Power	This includes an emergency generator as well as an Uninterruptible Power Supply system to ensure the department can continue functioning during severe weather or other issues.	\$725,000
RTCC Equipment	This includes monitors, workstations, software, and other technology needed to operate the Department's RTCC.	\$925,000
Total		\$15.0 M

CAPITAL COST SUMMARY

The various costs listed above would total approximately \$144 million in 2025 dollars, as summarized in the table below. However, this could vary based on a number of factors, especially the City's decision on whether to construct a new public safety facility. Numbers are rounded to the nearest \$100,000.

Table 83: Capital Cost Summary (\$2025)

Category	Estimated Capital Costs (\$000)
Facility	\$103.9
Furniture and Decor	\$17.8
Fleet³³	\$2.3
Operational Equipment	\$3.9
Technology	\$15.8
Total	\$143.8

It is important to note that these only represent initial costs. There will also be additional costs as the assets listed in the above sections reach the end of their useful life. Based on the useful life assumptions detailed above, the City will have a total of approximately \$4.61 million in capital replacement needs over the first 10 years of the Department, or an average of \$46 million per year. The estimated costs per year are shown below. Numbers are rounded to the nearest \$100,000.

³³ Assumes purchase back of BSO vehicles assigned to Pompano Beach at a depreciated cost.

Table 84: Estimated Capital Replacement Needs, 2029-2038

Year	Estimated Capital Replacement Needs (\$000)
2029	\$0.0
2030	\$0.0
2031	\$0.0
2032	\$6.9
2033	\$0.0
2034	\$4.5
2035	\$22.1
2036	\$0.0
2037	\$12.6
2038	\$0.0
Total	\$46.1
Average per Year	\$4.6

If the City opts to establish its own Police Department, it is recommended that the City establish a capital replacement fund with annual contributions that go towards these capital costs.

Evaluation of Service Level Impacts and Proactive Patrol Capacity

As part of this study, the project team evaluated the financial and operating models associated with replicating the City’s current law enforcement services provided by the Broward County Sheriff’s Office. While the primary focus of this evaluation was on the cost and staffing implications of maintaining existing service levels, community engagement conducted during the study also identified interest in potential service level enhancements—particularly related to officer visibility, response timeliness, and community engagement. These service level considerations are relevant regardless of whether the City establishes its own police department, renegotiates its contract with the Broward County Sheriff’s Office, or pursues one of the alternative service delivery options evaluated in this report.

To support this analysis, the project team conducted a high-level assessment of proactive patrol availability using aggregate data provided by the Broward County Sheriff’s Office. Proactive patrol availability reflects the amount of patrol officer time that is not consumed by reactive calls for service and is therefore available for activities such as visible patrol, community engagement, problem-oriented policing, and other community-oriented functions. This concept is distinct from reactive policing, which is driven by dispatched calls for service and limits officers’ ability to proactively engage with the community.

The analysis relied on multi-year, district-level calls for service and staffing data to estimate the balance between reactive demand and available patrol capacity. Because this assessment was conducted using aggregate, summary-level data rather than detailed shift-level or beat-level deployment information, it is intended to serve as a screening-level evaluation rather than a definitive operational deployment study. The results are therefore directional in nature and are intended to inform policy and service level discussions rather than prescribe specific deployment strategies. Based on this analysis, summarized in Appendix C, the project team concluded that the District is generally staffed at a level sufficient to respond to reactive calls for service while maintaining capacity for proactive patrol activity. This suggests that commonly expressed community concerns—such as perceptions of limited officer visibility or delayed response times—may be addressable without increasing patrol staffing levels. Instead, these concerns could

potentially be mitigated through policy, training, supervision, and deployment decisions that place greater emphasis on proactive patrol presence and structured community engagement using existing resources.

It is important to note, however, that further refinement would be necessary prior to implementing any service level changes. Additional analysis, such as shift-level workload assessments, geographic deployment modeling, officer activity analysis, and validation against observed field practices, would be required to confirm assumptions and translate aggregate capacity into specific operational strategies. These refinements would be appropriate regardless of whether services continue to be provided by the Broward County Sheriff's Office or transition to a City-operated police department.

In addition to patrol deployment considerations, the analysis presented in the preceding sections identified several potential opportunities for cost savings through adjustments to existing service standards. These include reducing the number of hours during which the Real-Time Crime Center is actively monitored, reducing Records staffing coverage hours, reviewing investigative thresholds for certain property crimes, and revising standards related to the number of vehicles assigned per mechanic. Any such adjustments should be carefully evaluated to ensure they align with community expectations and do not result in unintended service impacts.

Finally, community meetings held as part of this study identified opportunities to enhance community-facing functions beyond traditional patrol activities. There may be opportunities to reallocate or augment resources in roles such as community policing teams or homeless outreach functions to support more consistent and visible engagement. The project team also recommends that the City continue to maintain a robust presence in the community. There may also be an opportunity to reallocate more positions into community-facing roles, such as additional positions in the community policing and homeless teams, to help engage more extensively with the community. It is also recommended that the City regularly engage with the community to better understand evolving public safety priorities and to ensure that service delivery aligns with those priorities.

Cost and Impact Projections

The previous sections detailed the assumptions made to develop the costs in the model, as well as the assumed pathway for implementation. This section details how those costs may impact the City over the coming years.

Cost Projections

TRANSITION COSTS

The previous Implementation Pathway, Priorities, and Risk Assessment section provides a detailed analysis of the projected timeline for implementation. The transition is largely assumed to take place in FY2027 and FY2028, with some preparatory work in FY2026.

Operating Costs During the Transition

In the first year of the transition, FY2027, it is assumed that the City will take over responsibility for all services directly provided by the BSO Pompano Beach District, such as property crimes investigations and uniformed patrol. It is assumed that these positions will be hired gradually throughout the year, so the model estimates 50% of what would be a full year's personnel costs, although it is assumed that all positions will receive hiring incentives that year. Additionally, Command positions and many support positions, like Purchasing Agents, are assumed at 100% cost because they are the first employees that must be hired to manage the transition. Personnel costs are escalated by 6.7% per year, based on the historical average salary escalation in the most recently adopted Pompano Beach Fire collective bargaining agreement.

Key non-personnel operating costs during the transition include:

- The cost of continuing the BSO contract, which is assumed to escalate at 5% per year, versus past history. It is assumed that the City will pay the full cost of the contract in Year One of the transition and 19% of the cost in Year Two, based on the estimated percentage of responsibility assumed by the City in Year One.
- The cost of debt service to finance the cost of a new building. The model assumes that the City will construct an entirely new building at a cost of approximately \$107 million, as previously discussed, and that it will finance this construction with a 30-year bond with a 4.42% interest rate. Debt service is assumed to start in FY2027.
- The cost of a lease for a temporary facility to house Police Department employees while the new facility is being constructed. Because only services already directly provided by the BSO Pompano Beach District are assumed in the first year, no lease costs are allocated because the existing facility has adequate space. A lease for all new Department positions beyond the 282 currently allocated is assumed starting in FY2028 and ending in FY2029, escalating by 2.0% per year based on the City's non-personnel operating cost history.
- The cost of engaging one or more third-party contractors to manage implementation, at an estimated cost of \$375,000 per year in FY2027 and FY2028.
- The cost of other non-personnel operating needs, such as the cost of utilities, materials and supplies, and ongoing technology costs. These are allocated in alignment with the transition plan described above.

The following table summarizes estimated operating costs by category during the FY2027-2028 transition period. In total, the transition costs are expected to be approximately \$239 million, or an average of \$119.4 million per year. Figures are rounded to the nearest \$100,000.

Table 85: Total Estimated Operating Cost Projections During the Transition, 2027-2028 (\$000)

Category	2027	2028	Total
Personnel	\$39.4	\$76.8	\$116.2
Debt Service	\$8.1	\$8.0	\$16.1
Lease	\$0.0	\$0.3	\$0.3
Sheriff's Contract	\$68.1	\$13.0	\$81.1
Other Operating	\$7.1	\$10.0	\$17.1
Total	\$122.7	\$108.1	\$230.8

Capital Costs During the Transition

The Capital Cost Assumptions section above detailed the specific capital costs needed to establish a standalone police department. Capital purchases are all assumed to be made in the first year of the transition, FY2027. Capital costs in the previous sections are shown in 2025 dollars, but escalated to 2027 based on the following standards:

- Technology costs are kept flat from year to year. Data from the Bureau of Labor Statistics (BLS) show that IT, hardware, and services costs decreased by an average of 2.2% per year between 2023 and 2025, but costs are kept flat to be conservative.
- Fleet costs are increased by 0.6% each year, based on BLS trends for new vehicle costs between 2023 and 2025.
- Facility costs are escalated at 2.8% per year, based on the annual construction cost increase as of January 2026, as reported by ENR.
- Other capital costs are escalated at 2.9% per year, based on material costs trends reported in January 2026 by ENR.

The following table lists the transition capital costs based on the assumptions. Capital costs are estimated to total approximately \$145.6 million, but the facility costs are assumed to be financed via a bond. Figures are rounded to the nearest \$100,000.

Table 86: Estimated Transition Capital Costs, FY2027

Category	Estimated Transition Capital Costs (\$000)
Facility	\$106.8
Furniture and Decor	\$2.3
Fleet³⁴	\$21.1
Operational Equipment	\$3.8
Technology	\$11.6
Total	\$145.6

TOTAL TRANSITION COSTS

The following table illustrates estimated transition costs. Full facility costs are shown, although it is assumed in the model that these costs will be offset through a General Obligation bond. Overall, based on the assumptions detailed in this report, the transition to a standalone police department is projected to cost approximately \$231 million more

³⁴ Assumes purchase back of BSO vehicles assigned to Pompano Beach at a depreciated cost.

than if the City remained with BSO, or \$215 million if facility costs are not considered. Figures are rounded to the nearest \$100,000.

Table 87: Estimated Total Transition Costs, FY2027-2028

Category	2027	2028	Total
Personnel Costs	\$39.4	\$76.8	\$116.2
Facility-Related Operating Costs³⁵	\$8.1	\$8.3	\$16.4
Other Operating Costs	\$74.1	\$20.9	\$95.0
Capital Costs	\$38.8	\$0.0	\$38.8
Total	\$160.5	\$105.9	\$266.4
Estimated Sheriff's Contract Cost	\$68.1	\$71.47	\$139.5
Difference	\$92.4	\$34.4	\$126.9
Difference (No Facility Costs)	\$84.3	\$26.2	\$110.5

ONGOING COSTS AFTER THE TRANSITION PERIOD

Operating Costs

After the initial two-year transition period, the BSO contract is assumed to end entirely. The external facility lease is assumed to continue for one more year, through 2029. Additionally, the facility debt service is assumed to continue at a 4.42% interest rate. Personnel costs are escalated at 6.7% per year, and non-personnel costs are escalated at 2.0% per year, based on past City trends. No staffing increases are assumed in the model.

The following table illustrates projected operating costs based on these assumptions. Figures are rounded to the nearest \$100,000.

Table 88: Total Estimated Operating Cost Projections During the First 10 Years of Department Operation, FY2029-2038 (\$000)

Category	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Personnel	\$89.1	\$95.1	\$101.4	\$108.2	\$115.4	\$123.1	\$131.3	\$140.0	\$149.3	\$159.3
Debt Service	\$7.8	\$7.6	\$7.5	\$7.3	\$7.2	\$7.0	\$6.9	\$6.7	\$6.5	\$6.4
Lease	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating	\$10.7	\$10.9	\$11.1	\$11.3	\$11.5	\$11.8	\$12.0	\$12.2	\$12.5	\$12.7
Total	\$107.9	\$113.6	\$120.0	\$126.8	\$134.1	\$141.8	\$150.1	\$159.0	\$168.4	\$178.4

Capital Costs

Establishing a standalone police department will require a significant initial capital investment, as described in the previous section, and there will also be additional capital costs in the out years to replace existing equipment. The project team developed useful life estimates for each capital asset based on industry standards, and these assumptions are used to project capital replacement needs. Capital costs are escalated by category based on the assumptions summarized in the “Capital Costs During the Transition” section.

The following table summarizes estimated capital costs during the first 10 years of Department operation. Figures are rounded to the nearest \$100,000.

³⁵ Lease and debt service.

Table 89: Total Estimated Capital Cost Projections During the First 10 Years of Department Operation, FY2029-2038 (\$000)

Category	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Facility	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.5	\$0.0	\$0.0	\$1.2	\$0.0
Furniture and Décor	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2.1	\$0.0	\$0.0	\$0.5	\$0.0
Fleet and Vehicles	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.4	\$20.0	\$0.0	\$0.7	\$0.0
Operational Equipment	\$0.0	\$0.0	\$0.0	\$0.7	\$0.0	\$0.2	\$2.0	\$0.0	\$1.7	\$0.0
Technology and Communications	\$0.0	\$0.0	\$0.0	\$6.2	\$0.0	\$1.4	\$0.1	\$0.0	\$8.5	\$0.0
Total	\$0.0	\$0.0	\$0.0	\$6.9	\$0.0	\$4.5	\$22.1	\$0.0	\$12.6	\$0.0

Replacement costs average \$4.6 million per year over the first 10 years of operation. In comparison, the City’s FY2026 Capital Improvement Plan totals \$223.7 million over five years, or an average of \$44.7 million per year. The cost of replacing Police assets will be equivalent to approximately 10% of the City’s capital expenditures, on average. If the City opts to establish a standalone Police Department, policymakers must plan for how these additional capital costs will be financed. The City may opt to defer other planned capital projects or identify other sources of revenue to address increased expenses. Additionally, it is recommended that the City establish a capital replacement fund with regular contributions to finance these anticipated costs.

Cost Comparisons

The following table compares the City’s estimated annual public safety operating costs if it continues to contract with BSO to the City’s projected annual costs under a standalone police department during the first 10 years of a new department’s operation. Overall, the standalone police department is projected to cost the City approximately \$224 million more than the BSO contract over this time. Facility costs are not considered; the City is already responsible for costs related to the public safety facility, and so removing facility costs allows for a more accurate comparison between the two figures.

The gap between the estimated cost of a standalone department versus the BSO contract is significant; however, it relies on assumptions made throughout this report, including assumptions on annual cost escalation. The figure below compares the assumptions in the model, which translate to an average of approximately 6.3% cost increase per year, to scenarios in which the costs would increase at the same rate as the Miami CPI (average of 3.8% over the past 10 years) or as historical City General Fund expenditures (average 7.5% over the past 10 years). The ability of the City to manage costs will determine whether the transition can ultimately yield operating cost savings.

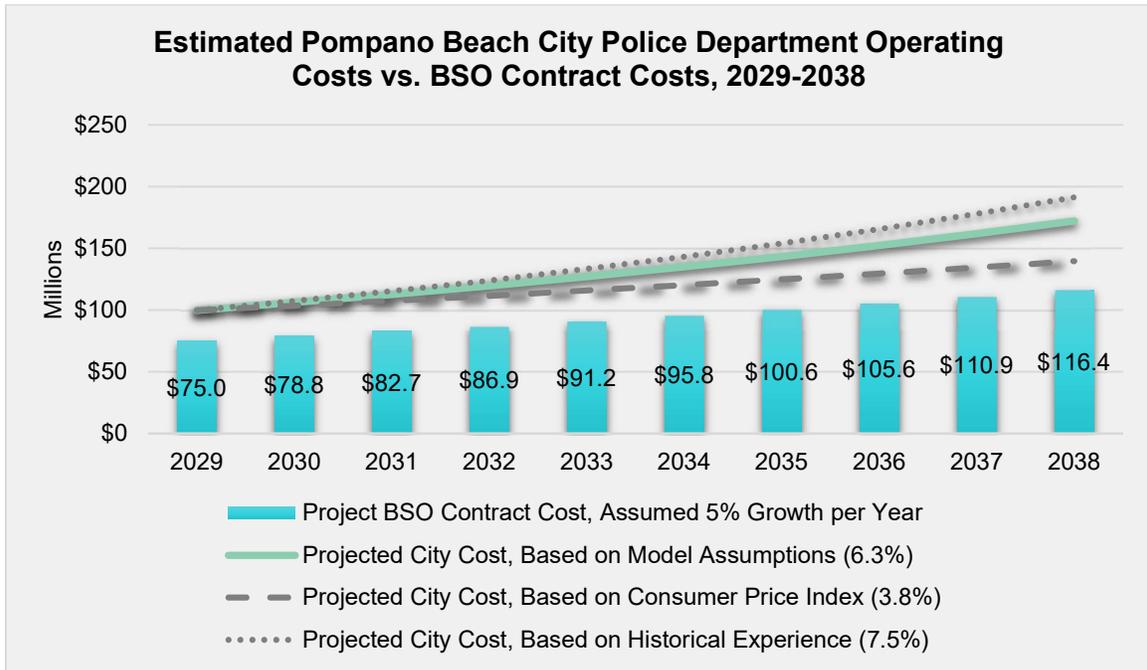


Figure 4: Estimated Operating Cost Comparison to Contract, FY2029-2033

The project team also compared estimated operating costs to costs in benchmark police departments³⁶. The following table compares the estimated operating costs for the Pompano Beach Police Department in FY2029 (the assumed first year of full operations) to the adopted FY2025 operating budgets in benchmark departments. For the purposes of comparison, the Pompano Beach estimate is shown in 2025 dollars. The estimated cost per 10,000 residents for the Pompano Beach Police Department is similar to the peer average, as illustrated below.

Table 90: Estimated Operating Cost Comparison to Benchmark Departments

Community Name	Police Operating Budget (FY25)	Cost per 10,000 Residents
Boynton Beach	\$45,991,267	\$5,721,730
Clearwater	\$58,679,490	\$5,002,855
Daytona Beach	\$51,196,179	\$7,047,253
Delray Beach	\$49,770,135	\$7,445,492
Fort Lauderdale	\$170,131,330	\$8,973,976
Miami Beach	\$151,926,000	\$9,925,457
Pompano Beach (2029 Estimated)	\$78,672,176	\$6,858,772
Benchmark Average	\$87,949,067	\$7,352,794
Difference	\$9,276,891	\$494,022

³⁶ The Hollywood Police Department has significantly higher costs than other benchmarks, so it was removed as an outlier to facilitate a more accurate comparison.

OFFSETTING REVENUE

The sections above detail the significant cost of establishing a standalone police department. The City currently receives some revenue from assets seized by BSO, which goes into the City’s Local Law Enforcement Trust Fund and offsets the cost of the deputies assigned to the City’s schools. However, this amount is generally under \$500,000 per year and varies significantly over time, as illustrated in the figure below. Additionally, the amount that a City Police Department would seize is not yet known; the funds currently come from a pool of all assets seized by BSO, allocated proportionately to member cities. For the purposes of the model, \$200,000 per year in forfeiture revenue is assumed. There will likely also be opportunities for grant revenue, but no additional revenue is assumed.

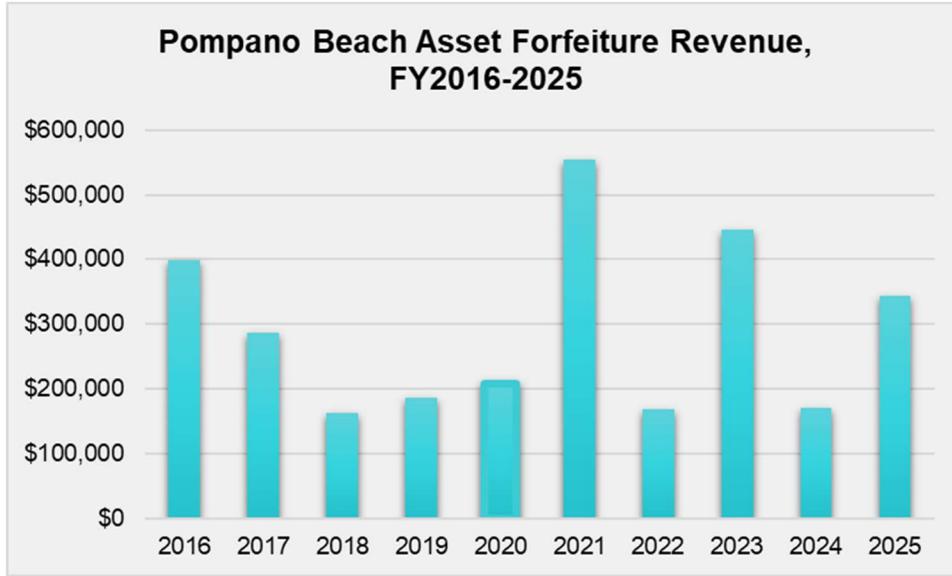


Figure 5: Asset Forfeiture Revenue Allocated to Pompano Beach

The following figure illustrates estimated net cost of standalone police services. Figures are rounded to the nearest \$100,000.

Table 91: Total Cost Projections During the Transition and First Five Years of Department Operation, FY2027-2033 (\$000)

Category	2027	2028	2029	2030	2031	2032	2033	Total
Estimated Operating Costs	\$122.7	\$108.4	\$108.2	\$113.6	\$120.0	\$126.8	\$134.1	\$833.8
Estimated Capital Costs	\$38.8	\$0.0	\$0.0	\$0.0	\$0.0	\$6.9	\$0.0	\$45.8
Estimated Asset Forfeiture Revenue	(\$0.2)	(\$0.2)	(\$0.2)	(\$0.2)	(\$0.2)	(\$0.2)	(\$0.2)	(\$1.4)
Net Cost	\$161.3	\$108.2	\$108.1	\$113.4	\$119.8	\$133.5	\$133.9	\$878.2
Estimated Cost of BSO Contract	\$68.1	\$71.5	\$75.0	\$78.8	\$82.7	\$86.9	\$91.2	\$554.2
Net Cost of Police Services	\$93.2	\$36.7	\$33.0	\$34.6	\$37.1	\$46.6	\$42.7	\$323.9

The transition to a standalone police department is estimated to cost the City approximately \$323.9 million over the period from FY2027 to FY2033, or an average of approximately \$46 million per year.

Taxpayer Impact

If the City transitions to a standalone Police Department, it will be required to develop a funding structure to cover the additional cost. If the City opts to finance the construction of a new police facility through a General Obligation bond, the property tax millage required to finance debt service on that bond is estimated to range from approximately 0.33 to 0.37 mills per year between 2027 and 2033, as illustrated in the table below. The additional cost of establishing the Police Department is estimated to be translated into a millage rate between 1.50 and 4.25 over the same period, although this assumes that the cost would be funded entirely through property tax, and the amount collected would vary from year to year based on actual needs.

The average millage needed to finance the standalone police department through property taxes would be 2.1094 mills between 2027 and 2033, as illustrated below. In comparison, the City’s FY2026 operating millage is 5.2181 mills. The additional millage would be an increase of approximately 40%.

Table 92: Estimated Additional Property Tax Millage Required to Fund a Standalone Police Department, FY2025-2033

Category	2027	2028	2029	2030	2031	2032	2033	Average
Debt Service Millage	0.3702	0.3630	0.3692	0.3464	0.3419	0.3328	0.3282	0.3502
Other Police Cost Millage	3.8781	1.3117	1.1356	1.2307	1.3495	1.7915	1.6172	1.7592
Total Millage	4.2483	1.6748	1.5048	1.5771	1.6914	2.1243	1.9454	2.1094

The following table illustrates the estimated tax impact on homeowners by property value, based on these millage assumptions. On average, the increased millage would cost a homeowner with a property value of \$391,000 (the median home value in Pompano Beach per the American Community Survey) an average of \$572 more per year between FY2027 and FY2033. Figures are rounded to the nearest dollar.

Table 93: Estimated Additional Property Tax Impact by Property Value, FY2025-2033

Category ³⁷	2027	2028	2029	2030	2031	2032	2033	Average
\$200,000 Property								
Debt Service	\$56	\$54	\$55	\$52	\$51	\$50	\$49	\$53
Other Police Costs	\$582	\$197	\$170	\$185	\$202	\$269	\$243	\$264
Total	\$637	\$251	\$226	\$237	\$254	\$319	\$292	\$316
\$391,000 Property (Median Home Value)								
Debt Service	\$100	\$98	\$100	\$94	\$93	\$90	\$89	\$95
Other Police Costs	\$1,051	\$355	\$308	\$334	\$366	\$486	\$438	\$477
Total	\$1,151	\$454	\$408	\$427	\$458	\$576	\$527	\$572
\$500,000 Property								
Debt Service	\$167	\$163	\$166	\$156	\$154	\$150	\$148	\$158
Other Police Costs	\$1,745	\$590	\$511	\$554	\$607	\$806	\$728	\$792
Total	\$1,912	\$754	\$677	\$710	\$761	\$956	\$875	\$949

It is important to note that the calculations above assume that the cost of the standalone Police Department will be funded through an increase in property tax revenue. However, at the time of this report’s writing, several bills have

³⁷ Figures represent market value. Assessed values are based on Broward County Assessor’s Office estimates.

been introduced in the Florida State Legislature that would severely restrict local governments' ability to collect property taxes.³⁸ If any of these measures are enacted, it will require the City to identify alternate funding sources.

A standalone Police Department would be a significant investment for the City, no matter the financing strategy the City adopts. However, there are alternatives that may reduce the City's costs or provide opportunities for offsetting revenue, as discussed further in the report.

³⁸ "CS/CS/HJR 203: Phased Out Elimination of Non-school Property for Homesteads." *Florida Senate*, <https://www.flsenate.gov/Session/Bill/2026/203/ByCategory/?Tab=BillHistory>.

Implementation Pathway, Priorities, and Risk Assessment

The decision of whether to create a standalone police department represents one of the most consequential operational and policy choices the City of Pompano Beach can undertake. Successfully executing such a transition would require more than a structural or financial plan; it would require disciplined sequencing, early governance decisions, thorough vetting of new personnel, and a clear understanding of the risks that must be actively managed over time. The implementation framework outlined in this report is designed to provide the City with a realistic, controlled pathway to operational independence while maintaining service continuity, fiscal discipline, and public trust.

At its core, successful implementation depends on a small number of critical priorities. First, the City must negotiate a phased transition agreement with the Broward County Sheriff's Office in advance of the September 2026 contract expiration. While the current agreement includes provisions related to transition and automatic extension, it does not establish a defined implementation framework or phased cost structure. Without a negotiated transition plan, the City faces a high likelihood of duplicative public safety costs and reduced control over the timing and pace of transition. Second, the City must establish a dedicated implementation leadership structure—including an Interim Chief of Police with executive implementation experience, executive-level project management support, and sustained City oversight—to manage the scale and complexity of standing up a full-service department over a multi-year period, subject to negotiated transition arrangements. Third, the City must invest early in internal services, administrative capacity, and expedited decision-making frameworks, recognizing that delays in governance, procurement, hiring, or system integration will compound downstream risk.

The estimated implementation pathway is deliberately phased. The pre-implementation period focuses on governance, leadership selection, negotiation with BSO, internal capacity building, and culture-setting. Year One prioritizes activation of direct police services, lateral recruitment of experienced and thoroughly vetted personnel, acquisition of core assets, and establishment of foundational administrative and professional standards functions. Year Two shifts toward stabilization, expansion of specialized and indirect services, and a measured reduction in reliance on BSO-provided regional functions. This sequencing reflects both operational reality and labor market constraints and is designed to balance urgency with risk management.

Several critical risks must be acknowledged. Most notably, the City's ability to staff a standalone police department within the estimated timeframe is fundamentally dependent on large-scale lateral recruitment in an increasingly competitive regional labor market. Competition from BSO, neighboring jurisdictions, and other agencies—including jurisdictions pursuing similar transitions—introduces uncertainty that cannot be fully mitigated through incentives alone. In addition, decision latency, supervisory capacity constraints, training pipeline limitations, long-term pension exposure, and broader fiscal uncertainty at the state level represent material risks that require proactive planning rather than reactive adjustment.

At the same time, this transition presents meaningful opportunities. A standalone department would allow the City to align policing strategy, organizational culture, and community engagement more directly with local priorities. Early investment in transparency, strategic planning, and community-informed values provides an opportunity to establish clear expectations for leadership, officers, and residents alike. With deliberate sequencing, strong

governance, and realistic assumptions, the City can use the implementation period not only to build operational capacity, but also to shape a department that reflects Pompano Beach’s long-term public safety vision.

Ultimately, the implementation framework presented here does not assume a risk-free transition. Instead, it provides a structured, defensible approach that identifies where risks exist, how they can be managed, and where the City retains meaningful decision points. With early action, sustained leadership, and disciplined execution, the City can position itself to make an informed decision—and, if it proceeds, to implement that decision responsibly.

Implementation Priority 1: Negotiated Transition Plan with the Broward County Sheriff’s Office

A successful implementation of a standalone police department is fundamentally dependent on a negotiated transition plan with the Broward County Sheriff’s Office in advance of the current contract’s September 2026 expiration. While the agreement contemplates a transition period following contract termination or expiration and requires the parties to cooperate in good faith, it does not establish a defined implementation framework or provide specificity regarding the phasing of services, staffing reductions, or cost allocation during the transition period.

In the absence of a negotiated transition plan, the agreement creates a baseline financial and operational risk for the City. If the City is unable to provide the same level of police protection at the time of contract expiration, the contract provides for an automatic extension of up to 12 months, during which the City would continue to pay BSO based on the actual cost of services at staffing levels determined to be reasonably necessary by BSO. During this same period, the City would also be incurring the personnel, startup, and capital costs associated with standing up its own police department. In practical terms, this creates a high likelihood of duplicative public safety expenditures and limited City control over the pace and sequencing of transition activities.

For this reason, one of the City’s earliest and most critical implementation priorities will be negotiating a transition plan that explicitly aligns a phased drawdown of BSO services and associated costs with the City’s phased activation of its own police department. This transition framework should clearly define how staffing levels, service scope, and financial obligations will shift over time as the City builds sworn and civilian capacity and brings facilities, vehicles, equipment, technology, and internal support functions online.

Several practical considerations reinforce the importance of moving beyond reliance on the contract’s default transition provisions. Procurement lead times for fleet, equipment, and technology; the time required to recruit, thoroughly vet, hire, train, and field sworn and professional staff; and the operational risks associated with compressing these activities all support the need for a longer, more deliberate implementation horizon. As a result, it will be essential for the City to negotiate a multi-phase transition framework in advance of contract expiration—one that avoids reliance on automatic extensions and instead provides a controlled, cost-managed pathway to operational independence should the City elect to proceed.

KEY IMPLEMENTATION CONSIDERATION SUMMARY:

Negotiating a two-year, phased transition agreement with BSO prior to the September 2026 contract expiration is critical to avoiding automatic contract extensions, minimizing duplicative public safety costs, and ensuring a financially and operationally controlled transition to a standalone police department.

IMPLEMENTATION TIMELINE:

Pre-Implementation Period (Initiate immediately; completed prior to September 2026 contract expiration).

Implementation Priority 2: Implementation Team Structure and Execution Approach

The successful development of a standalone police department will require sustained, dedicated leadership and execution capacity over a two-year implementation period and beyond. The scope and complexity of this effort extend well beyond staffing and include immediate and coordinated action related to fleet acquisition, facilities readiness, personal protective equipment, technology systems, communications infrastructure, and other one-time startup investments required to support effective service delivery. These activities will occur concurrently with organizational design, recruitment, policy development, and community engagement, requiring a focused and well-structured implementation team.

Several key considerations are critical to establishing an effective implementation team. First and foremost, one of the most consequential decisions the City will make is the selection of its Chief of Police. This position will ultimately set the tone for the department's organizational culture, policing philosophy, and approach to translating the governing body's, administration's, and community's public safety vision into practice. A national recruitment process for a permanent Chief of Police would reasonably be expected to take a minimum of six months. Given the pace and urgency of implementation activities, it would be prudent for the City to initiate a parallel recruitment for an Interim Chief of Police who can immediately drive and support early implementation efforts.

The Interim Chief of Police would be responsible for executing the core implementation strategy required to stand up the department, including overseeing startup activities, coordinating early staffing decisions, guiding policy and procedural development, and serving as a visible leader during the transition period. Given the breadth of responsibilities associated with this role, it is recommended that the Interim Chief be supported by a dedicated project management function. This role would be an executive-level position, comparable to a Captain, tasked with managing timelines, coordinating cross-functional workstreams, tracking deliverables, and ensuring disciplined execution across the implementation plan.

In addition, it is recommended that one of the City's Assistant City Managers be primarily dedicated to executive oversight, community interface, and project support throughout the implementation period. This role would be critical to ensuring alignment between the police department's stand-up effort and the City's broader organizational priorities, as well as to coordinating internal support services such as human resources, finance, procurement, information technology, legal services, and facilities.

Finally, it is recommended that the City retain a third-party consulting firm to supplement internal capacity, particularly during the early stages of implementation. This external support would provide focused, short-term capacity to assist with procurement specification development, policy and administrative framework development, standard operating procedures, and other foundational documents and processes. Leveraging a third-party consultant would allow the City to accelerate early implementation activities while avoiding long-term staffing commitments during the initial stand-up phase.

KEY IMPLEMENTATION CONSIDERATION:

Establishing a dedicated implementation team—anchored by an interim police chief, supported by executive-level project management, City leadership oversight, and third-party capacity—is essential to managing the complexity, pace, and cross-functional demands of standing up a standalone police department over a two-year period.

IMPLEMENTATION TIMELINE:

Pre-Implementation Period through Initial Stand-Up (Initiate immediately; Months 0–24).

Implementation Priority 3: Decision Latency and Expedited Governance Framework

During the first 12 months of implementation, the pace of decision-making will be as consequential to success as staffing, funding, or operational design. Standing up a new police department requires hundreds of interrelated decisions across procurement, hiring, contracting, policy approval, and systems deployment. Under standard municipal processes, the cumulative time required for sequential reviews and approvals presents a material risk to the implementation timeline.

Absent proactive intervention, decision latency—rather than staffing availability or financial resources—is likely to become one of the primary constraints on execution during the early stages of implementation.

To mitigate this risk, the City should establish expedited approval and governance frameworks during the pre-implementation period that are specifically tailored to the police department stand-up effort. These frameworks should be designed to preserve transparency, fiscal oversight, and legal compliance while enabling accelerated decision-making for time-sensitive implementation actions. Any expedited governance or delegated authority frameworks should be time-limited, clearly documented, and paired with regular reporting to the governing body to preserve transparency and public accountability.

Key elements of this approach include:

- **Expedited Procurement Pathways:** The City should establish streamlined procurement procedures for police-related purchases and contracts, particularly for fleet, technology, equipment, professional services, and facilities-related work. This may include pre-authorized contract vehicles, shortened solicitation timelines, delegated approval thresholds, and expanded use of cooperative purchasing agreements. Where necessary, City ordinances or administrative resolutions may need to be adopted to enable these expedited pathways.
- **Accelerated Recruitment and Hiring Processes:** Recruitment and hiring timelines must be compressed to support large-scale lateral transfers and concurrent onboarding of sworn and civilian staff. This will require pre-approved hiring authorities, streamlined background and conditional offer processes, parallel processing of medical and training requirements, and close coordination among human resources, legal, payroll, and training functions.
- **Delegated Decision Authority and Clear Escalation Paths:** To avoid bottlenecks, decision authority for defined categories of actions should be delegated to the implementation leadership team, with clear thresholds for escalation to executive leadership or the governing body. This delegation must be explicit, time-bound, and well-documented to ensure accountability while maintaining momentum.
- **Policy and Contract Review Sequencing:** Legal review of policies, contracts, and agreements should be sequenced and batched where possible, rather than conducted serially. Early prioritization of foundational policies and standard contract templates will reduce downstream delays and rework.
- **Implementation-Specific Governance Structure:** The City should consider establishing an implementation-specific governance framework—such as an executive steering committee or a standing implementation agenda—that allows for rapid review and approval of time-sensitive decisions during the first year of operation.

Collectively, these expedited procedural pathways may require formal action by the City, including the adoption of ordinances, resolutions, or administrative orders, to ensure that they are legally sound, clearly understood, and consistently applied. Establishing these frameworks in advance will reduce uncertainty, minimize delays, and allow the implementation team to focus on execution rather than process navigation.

KEY IMPLEMENTATION CONSIDERATION:

Without expedited and clearly authorized decision-making pathways, standard municipal approval processes are likely to introduce delays that materially jeopardize the implementation timeline; establishing accelerated governance and approval frameworks during the pre-implementation period is therefore essential to success.

IMPLEMENTATION TIMELINE:

Pre-Implementation Period through Early Implementation. (Initiate immediately; most critical during Months 0–12).

Implementation Priority 4: Organizational Culture, Community Trust, and Transparency

Community expectations related to organizational culture and policing philosophy represent a core, values-based driver behind the City's evaluation of a standalone police department. Early public engagement sessions conducted as part of this assessment revealed understandable concerns related to cost, implementation feasibility, and the City's ability to recruit effective officers. In parallel, many participants expressed a desire for increased community presence, stronger relationship-based policing, and more consistent engagement between officers and residents.

While these perspectives do not reflect the views of the entire community, they are valid perceptions that must be intentionally addressed. Importantly, these expectations speak less to organizational structure and more to how policing is experienced on a daily basis. As such, cultural development and trust-building should be treated as foundational implementation activities rather than outcomes that emerge organically over time.

This work can and should begin during the pre-implementation period and be led by the Interim Chief of Police in a stewardship role. Establishing a clear cultural and strategic foundation prior to full departmental stand-up will provide continuity, reduce ambiguity, and ensure that early implementation decisions align with the City's broader public safety vision.

One of the Interim Chief's early responsibilities should be to establish transparent, structured communication with both the governing body and the community. This includes the development of a public-facing implementation dashboard and reporting framework that clearly outlines the implementation process, key milestones, and progress over time. Regular briefings to the governing body should be paired with recurring public meetings, open houses, or forums where substantive updates can be shared and community questions and feedback addressed directly. This level of transparency will be critical to maintaining public confidence during a complex and highly visible transition. In addition, the Interim Chief should lead the development of a department-specific strategic plan during the pre-implementation period. This strategic planning process should be community-informed and result in a clear articulation of the Department's mission, values, and strategic priorities, including explicit expectations related to community policing, officer engagement, accountability, and service delivery. The process is expected to require approximately six months to complete and should include meaningful engagement with residents, City leadership, and internal stakeholders.

Importantly, this strategic framework will serve multiple purposes. It will establish a cultural foundation for the Department prior to large-scale hiring, inform policy development and training priorities, and provide clear guidance for early implementation decisions. In addition, it will create a well-defined set of expectations that can inform the recruitment and selection of the permanent Chief of Police, ensuring alignment between the City's articulated vision and incoming leadership.

By positioning the Interim Chief as a steward of the Department’s culture and strategic direction, the City can create continuity across leadership transitions and ensure that implementation proceeds with a shared understanding of values, priorities, and expectations.

KEY IMPLEMENTATION CONSIDERATION:

Because community trust and organizational culture are central drivers of the City’s evaluation of a standalone police department, early and intentional investment in transparency, leadership engagement, and a community-informed strategic planning process is essential to align implementation with public expectations and priorities.

IMPLEMENTATION TIMELINE:

Pre-Implementation Period through Completion (*Initiate immediately upon appointment of Interim Chief; foundational work completed prior to permanent Chief recruitment*).

Implementation Priority 5: Internal Services and Administrative Capacity Build-Out

Concurrent with the recruitment of the implementation team, the City must establish the internal services and administrative capacity required to support a standalone police department at scale. Unlike the current service model, which relies heavily on countywide infrastructure and economies of scale, a standalone department will require dedicated internal capacity across a broad range of administrative, compliance, and operational support functions from the outset.

This transition will place increased and sustained workload demands on City enterprise departments, including human resources, finance, procurement, information technology, legal services, risk management, fleet, and facilities, requiring coordinated capacity expansion across the organization.

These internal services build-out underpins every major implementation activity, including recruitment and retention, training and onboarding, technology deployment, fleet and facilities activation, evidence and records management, and sustained legal and policy oversight. Many of these functions must be operational before sworn staffing ramps up, as delays in administrative capacity will directly constrain hiring timelines, training throughput, and operational readiness.

The establishment of a new police department will place immediate and sustained demands on City support functions, including human resources, finance, procurement, information technology, legal services, risk management, and facilities. At the same time, the Police Department itself will require early investment in internal administrative and command capacity to support recruitment, background investigations, training coordination, policy development, accreditation, internal affairs, records and teletype operations, evidence management, and 24/7 operational support.

Based on the staffing plan, several of these functions—particularly recruitment, training, records/teletype, evidence management, information technology, and fleet support—represent critical-path dependencies for implementation. If these functions are not staffed and operational early, the City risks delays in hiring, reduced training capacity, payroll and equipment bottlenecks, and increased exposure to compliance and retention risks.

Accordingly, the recruitment and assignment of internal service support positions and administrative leadership must be treated as a first-order implementation priority rather than a parallel activity.

This includes:

- Dedicating command-level oversight within the City organization to coordinate cross-departmental support
- Staffing police department-specific administrative units that replace BSO's centralized functions
- Ensuring early alignment between City enterprise systems and police operational needs

In addition to administrative and operational capacity, the City will need to establish a labor relations and workforce policy framework to support the recruitment and onboarding of sworn and non-sworn police personnel. The City's Fire Department currently operates under a collective bargaining agreement that defines compensation structures, benefits, work schedules, and other terms and conditions of employment. While the Police Department will be a distinct organization, the existence of an established collective bargaining environment underscores the importance of early planning for labor relations and workforce structure.

As part of the pre-implementation period, the City will need to define preliminary compensation ranges, benefits, work schedules, and employment conditions sufficient to support recruitment and conditional offers of employment. This work will be a prerequisite to effective recruitment and should proceed in parallel with broader implementation planning, recognizing that formal collective bargaining processes may occur concurrently with or subsequent to early hiring activities.

This capacity-building effort is expected to require a minimum of six months and must be initiated prior to the expiration of the existing contract in September 2026. Early activation of internal services will allow the City to sequence recruitment effectively, manage large onboarding cohorts, support over-hiring strategies to address attrition, and maintain momentum as sworn staffing ramps up.

KEY IMPLEMENTATION CONSIDERATION:

Because a standalone police department replaces countywide economies of scale with City-based capacity, early and robust investment in internal services and administrative functions is a critical-path requirement for successful recruitment, training, retention, and operational readiness.

IMPLEMENTATION TIMELINE:

Pre-Implementation Period (September 2026 contract expiration).

Implementation Priority 6: Staffing Activation and Startup Asset Acquisition

Once the implementation team and internal services support capacity are established and fully operational, the City will be positioned to initiate two critical and interdependent categories of implementation activities. The first is the recruitment and retention process required to staff the new police department. The second, occurring concurrently, is the acquisition of the fleet, technology, personal protective equipment, firearms, and other startup assets necessary to operationalize the department.

These activities must be closely coordinated and managed in parallel. Recruitment timelines, training schedules, and activation of sworn and civilian personnel must align with the availability of vehicles, equipment, facilities, and technology systems. Given current procurement lead times and broader supply chain challenges, it is reasonable to expect that fully outfitting and activating a new police department will require between six and 12 months from initiation.

Key startup priorities within this phase include the following:

- **Fleet Acquisition:** The existing contract allows for a negotiated purchase of law enforcement vehicles currently assigned to direct services in Pompano Beach at a reasonable market value. The City's cost estimates are based on depreciated values aligned with expected remaining useful life by vehicle and equipment type. However, the actual purchase price will be subject to good-faith negotiation with BSO. In addition to these vehicles, the City will need to acquire both marked and unmarked vehicles to support new positions associated with indirect services, including investigations, crime scene support, supervision, and administrative functions. Fleet acquisition will therefore include both transitional purchases and new procurements to fully support departmental operations.
- **Facilities and Space Strategy:** The City currently owns and maintains the facility that houses the BSO Pompano Beach District. While this facility can immediately support core departmental operations, it is in need of significant repair and rehabilitation. More importantly, the size and configuration of the existing facility are insufficient to absorb additional positions associated with bringing indirect services—currently housed at BSO's central facilities—into the City. As a result, an immediate priority will be identifying temporary leased space to support these functions. This interim approach will allow the City to proceed with staffing and operational activation while developing a longer-term strategy that may include rehabilitation or expansion of the existing facility or the construction of a new public safety center. Facility needs will vary based on the ultimate scope and sequencing of services assumed by the City; a phased or direct-services-first approach may rely on interim leased space and limited near-term expansion, while a full internalization of indirect services will require additional long-term capacity.
- **Technology Acquisition and Licensing:** Standing up the department will require acquisition and deployment of a comprehensive technology stack, including hardware such as laptops, in-car systems, and body-worn cameras, as well as software platforms to support records management, policy management, training, evidence, and administrative functions. This will require the development of bid specifications, Request for Proposal (RFP) processes, vendor evaluation, contract execution, and phased implementation of selected systems. In addition, these systems must integrate with the City's existing enterprise technology environment. A reasonable planning assumption is that six to 12 months will be required to fully implement and operationalize the department's technology infrastructure.

These startup activities represent some of the most capital-intensive and schedule-sensitive components of the implementation process. Early initiation, disciplined project management, and close coordination across staffing, procurement, facilities, and technology workstreams will be essential to maintaining momentum and avoiding downstream delays.

KEY IMPLEMENTATION CONSIDERATION:

Successful department activation depends on tightly coordinated recruitment and asset acquisition efforts, with realistic six- to 12-month timelines for procuring fleet, facilities, and technology amid supply chain and procurement constraints.

IMPLEMENTATION TIMELINE:

Early Implementation Period (Initiate once implementation team and internal services capacity are in place; Months 1–12).

Implementation Priority 7: Recruitment and Workforce Activation Strategy

The recruitment and retention strategy for a standalone Pompano Beach Police Department must be deliberately phased to align with operational priorities, labor market realities, training requirements, and negotiated service transitions. The overarching objective of this strategy is to build sufficient internal capacity to deliver direct police services early in the implementation period while deferring selected indirect and highly specialized functions until the Department is operationally stable.

Recruitment activities should be tightly coordinated with the broader implementation plan, including asset acquisition, facilities readiness, technology deployment, and policy development. Staffing cannot be treated as a linear or isolated activity; instead, it must be sequenced to ensure that personnel are hired, trained, equipped, and supervised in a manner that supports safe, effective, and fiscally responsible service delivery.

Recruitment activities are dependent on the City's ability to clearly articulate compensation, benefits, work schedules, and other core employment conditions to prospective employees. Accordingly, development of an interim workforce framework—including pay bands, benefits assumptions, and scheduling models—must occur during the pre-implementation period and prior to large-scale recruitment. Without this foundational work, the City will be unable to issue competitive or credible offers of employment, particularly to experienced lateral candidates.

PHASED RECRUITMENT FRAMEWORK

The recruitment strategy is organized into two primary phases, corresponding to the City's assumption of services and negotiated transition arrangements with the Broward County Sheriff's Office. Clear eligibility criteria for promotional opportunities—whether internal advancement or external recruitment—should be established early to support transparency, workforce morale, and organizational stability.

Phase 1: Direct Services and Foundational Capacity (Months 1–12)

Phase 1 recruitment efforts should prioritize staffing the positions necessary to deliver direct, community-facing police services as outlined in the existing contract, while also establishing the internal administrative and professional standards infrastructure required for a standalone department.

Key Phase 1 recruitment priorities include:

- **Command and Supervision:** Patrol command staff, sergeants, and field supervisors should be hired early to ensure appropriate span of control, establish organizational culture, and support the onboarding and training of new personnel.
- **Patrol and Patrol Support:** Patrol officers and non-sworn support positions, including Community Service Aides, should be recruited to maintain existing service levels and provide flexibility in responding to calls for service.
- **Investigations (Initial Focus Areas):** Investigative staffing in Phase 1 should focus on property crimes and other high-frequency offenses that are currently handled at the District level. These positions are critical to supporting patrol operations and addressing community expectations around responsiveness and follow-up.
- **Community Outreach, Resources, and Enforcement:** Staffing for school resource officers, neighborhood support teams, homeless outreach, nuisance abatement, and crime prevention through environmental design should be prioritized to reinforce visible presence, proactive engagement, and community trust early in the Department's existence.

- **Marine Patrol:** Marine patrol should be treated as a direct service and staffed during Phase 1 to maintain continuity of service along the City’s beaches and waterways.
- **Professional Standards and Training:** Recruitment and training staff should be hired during the pre-implementation period to support accelerated hiring timelines. Internal affairs, training, and professional standards functions must be operational early to ensure compliance, accountability, and risk management as new staff are onboarded.
- **Administrative and Operational Support:** Records, teletype, crime reporting, evidence management, budget and finance, personnel administration, public information, front desk operations, and recruitment functions must be staffed early to support day-to-day operations and ensure that sworn staff are not diverted from field duties.

Given the time required for recruitment, background investigations, academy training, and field training, it is expected that Phase 1 hiring will need to begin prior to the expiration of the current contract in September 2026.

Phase 2: Indirect and Specialized Services (Months 12–24)

Indirect and highly specialized services currently provided through BSO’s central or regional units should be treated as a Phase 2 responsibility. During this period, it is recommended that the City negotiate continued provision of these services through BSO via formal agreements, allowing the City to defer complex and resource-intensive hiring until core operations are stabilized.

Functions appropriate for Phase 2 transition include, but are not limited to:

- Major crimes investigations
- Special victims’ investigations
- Financial crimes
- Homeland security and counterterrorism
- Crime scene processing
- Digital forensics
- Victim services
- Covert surveillance and intelligence functions
- Burglary apprehension

This phased approach allows the City to manage risk, control costs, and make informed staffing decisions based on actual workload, policy direction, and early operational experience.

LABOR MARKET, TRAINING, AND ATTRITION CONSIDERATIONS

Recruitment timelines must account for current labor market conditions, competition for sworn officers, and the extended training pipeline associated with law enforcement hiring. Newly hired officers typically require six to eight months of academy and field training before they can be deployed independently. Unlike a large county agency, a standalone department will not have the ability to backfill vacancies by reassigning staff from other districts.

Accordingly, the staffing model assumes a modest over-hire to account for attrition and training lag. This approach is consistent with best practices in comparable Florida jurisdictions and should be re-evaluated annually based on actual turnover and hiring outcomes.

KEY IMPLEMENTATION CONSIDERATION:

A phased recruitment strategy—prioritizing direct services and foundational capacity in Year 1 while deferring selected indirect and specialized functions to Year 2 through negotiated service arrangements—provides the City with a realistic, risk-managed pathway to building a fully operational, standalone police department

IMPLEMENTATION TIMELINE:

Pre-Implementation Period through Full Implementation
(Initiate prior to September 2026; Phase 1: Months 1–12, Phase 2: Months 12–24).

Implementation Priority 8: Lateral Recruitment Strategy and Workforce Transition Risk

The successful implementation of a standalone Pompano Beach Police Department within a two-year timeframe is fundamentally dependent on the City’s ability to recruit a substantial number of experienced lateral officers. From a practical standpoint, reliance on lateral transfers—primarily from the Broward County Sheriff’s Office—represents the only viable pathway to staffing a full-service department within the estimated implementation horizon. Academy-based recruitment alone, given training timelines, field training requirements, and expected attrition, cannot produce deployable staffing at the scale or pace required to assume full-service responsibility.

This reliance on lateral hiring introduces a significant and unavoidable implementation risk. BSO maintains a workforce of more than 5,500 employees and operates with a relatively consistent vacancy rate of approximately 10 percent, translating into more than 500 vacancies across the organization at any given time. As a result, deputies currently assigned either directly or indirectly to Pompano Beach operations have the ability to be reabsorbed elsewhere within BSO without materially increasing the agency’s overall staffing gap. This structural flexibility substantially reduces the pressure on individual employees to seek alternative employment and intensifies competition for experienced lateral hires.

In addition to competition from within BSO, the City will be recruiting within a highly competitive regional law enforcement labor market. Municipal police departments, neighboring counties, and specialized state and federal agencies throughout South Florida are actively pursuing the same limited pool of experienced sworn personnel. This competition has recently intensified as the City of Deerfield Beach has voted to withdraw from the Broward County Sheriff’s Office and initiate the creation of its own standalone police department. Deerfield Beach will be recruiting from the same BSO talent pool as Pompano Beach and is likely to represent a direct competitor for experienced deputies, supervisors, and specialized personnel during the same implementation window.

As a result, incentives offered by Pompano Beach—such as signing bonuses, assignment stability, or working condition enhancements—may prompt counteroffers not only from BSO but also from other local jurisdictions seeking to retain experienced staff. These regional labor dynamics are largely outside the City’s direct control and reinforce the need for a recruitment strategy that differentiates Pompano Beach beyond compensation alone. Accordingly, lateral recruitment is not simply one element of implementation—it represents the single greatest operational risk associated with standing up a standalone police department. To mitigate this risk, the City’s lateral recruitment strategy must be highly targeted, competitive, and deliberately structured to address both financial and non-financial barriers to transition.

Key components of this strategy include:

- **Compensation, Assignments, and Working Conditions:** Salary structures, incentive programs, assignment predictability, scheduling practices, promotional pathways, and quality-of-life considerations must be competitive within the regional law enforcement market. These factors will be critical to overcoming the natural inertia associated with remaining in a large, established organization with broad internal mobility.
- **Retirement System Continuity:** Activation of the Florida Retirement System within the City's police department is a critical prerequisite for lateral recruitment and has been assumed in the implementation framework. Pension continuity significantly reduces perceived risk for officers considering a transition and is essential to attracting experienced personnel with accrued service credit.
- **Targeted Financial Incentives:** The staffing model assumes a baseline \$15,000 recruitment and signing incentive for lateral hires. While necessary to remain competitive, this incentive alone does not guarantee recruitment success and should be viewed as a minimum threshold rather than a sufficient condition for achieving staffing targets.
- **Focused Outreach and Transition Planning:** Lateral recruitment efforts should prioritize deputies currently assigned to Pompano Beach operations or those with prior familiarity with the City, its neighborhoods, and its service demands. Streamlined hiring processes, accelerated background reviews, and clearly defined transition timelines will be essential to converting interest into committed transfers.
- **Supervisory and Training Capacity:** The availability of experienced sergeants, lieutenants, field training officers, and training staff represents a critical constraint on the pace of lateral hiring. Supervisory and training positions are more difficult to recruit than line officers and must scale in parallel with sworn staffing growth. Failure to do so would increase operational risk, strain existing leadership, and undermine cultural alignment and retention during early implementation.

While lateral recruitment is the primary staffing mechanism, the City should simultaneously initiate a recruitment pipeline for new officers entering the profession. This pipeline will be essential for long-term workforce sustainability and succession planning; however, it should not be relied upon to meet near-term staffing needs due to extended academy and field training timelines. New recruit hiring should therefore be treated as a complementary, long-term investment rather than a substitute for lateral recruitment during the implementation period.

Despite aggressive and well-designed recruitment strategies, it is important to acknowledge that lateral hiring volumes sufficient to fully staff the Department are not guaranteed. Failure to attract the necessary number of experienced officers would directly affect the City's ability to meet service expectations, adhere to the estimated implementation timeline, and execute a phased transition away from BSO-provided services. As such, lateral recruitment must be continuously monitored, adjusted, and supported throughout the pre-implementation and early implementation periods.

KEY IMPLEMENTATION CONSIDERATION:

Because staffing a standalone police department within two years depends heavily on large-scale lateral transfers in an increasingly competitive regional labor market, a highly targeted, differentiated, and supervisor-supported lateral recruitment strategy is essential; insufficient lateral uptake represents the most significant operational risk to implementation

IMPLEMENTATION TIMELINE:

Pre-Implementation Period through Early Implementation (*Initiate immediately; highest risk concentration in Months 1–18*).

Long-Term Implementation Considerations and Risks

While early implementation risks are largely operational—focused on staffing, procurement, and decision latency—several longer-term considerations will shape the sustainability and fiscal stability of a standalone police department once initial stand-up activities are complete. Three interrelated risk areas warrant particular attention: organizational compression, long-term pension system exposure, and evolving State-level fiscal policy that may materially affect local government revenue authority.

As implementation accelerates, there is a meaningful risk of organizational and decision compression, particularly if early hiring, procurement, or governance activities experience delays. Compression occurs when activities that were intended to be sequenced over time are forced to occur simultaneously to meet fixed deadlines, such as contract expirations or service transition milestones. Sustained compression can affect training quality, supervisory capacity, cultural integration, and employee retention. While compression is not inherently fatal to implementation, it increases execution risk and reinforces the importance of early investment in governance structures, staffing pipelines, and expedited decision-making capacity.

A second long-term consideration relates to pension system participation and associated cost exposure. In order to competitively recruit sworn and civilian personnel—particularly through lateral transfers from the Broward Sheriff's Office—it will be necessary for the City to participate in the Florida Retirement System (FRS). Access to FRS is a critical recruitment lever for experienced law enforcement personnel who have already accrued service credit and for whom continuity of retirement benefits is often a deciding factor in lateral movement.

At the same time, the City of Pompano Beach maintains its own municipal Police and Firefighters' Retirement System, which provides a more robust benefit structure than FRS and carries materially higher long-term costs. Preliminary estimates suggest that participation in the City's pension system could result in cost increases exceeding 30 percent relative to the state system. While this differential does not create an immediate implementation barrier, it introduces a longer-term fiscal risk as the Department matures.

Over time, officers who are not vested in FRS, as well as new hires without prior service credit, may reasonably prefer the City's pension system due to its enhanced benefits. If participation trends toward the City system, the City could face the operational and financial complexity of maintaining two parallel retirement systems within the Police Department. This outcome would increase long-term personnel costs and reduce predictability in future budget planning. Addressing this risk will require deliberate policy consideration early in implementation, including decisions related to eligibility rules, election windows, benefit design, and long-term funding strategies.

A third long-term consideration is the broader State legislative environment and its potential impact on local government fiscal capacity. Ongoing discussions in the Florida Legislature regarding property tax limitations, exemptions, or structural reforms introduce uncertainty into the long-term revenue outlook for municipalities statewide. While the timing, scope, and ultimate outcome of these legislative efforts remain uncertain, changes to property tax authority could materially affect the City's ability to fund labor-intensive services such as law enforcement, particularly those with high fixed operating costs and long-term capital obligations.

This uncertainty does not preclude the establishment of a standalone police department; however, it heightens the importance of fiscal flexibility, conservative financial planning, and careful sequencing of long-term commitments. Decisions related to facility financing, staffing ramp-up, benefit structures, and debt issuance will need to be evaluated not only in the context of current revenues, but also with an awareness of potential future constraints on local revenue authority.

Taken together, these long-term considerations underscore that implementation risk is not limited to the initial stand-up period. Organizational design, pension policy, and external fiscal conditions will continue to shape the City’s risk profile well beyond the first two years of operation. Proactively incorporating flexibility, scenario planning, and periodic policy review into the City’s governance framework will be essential to sustaining service levels while maintaining fiscal resilience over time.

KEY IMPLEMENTATION CONSIDERATION:

While participation in the Florida Retirement System is essential to enabling lateral recruitment, long-term pension cost exposure—combined with potential future constraints on local property tax authority—represents a material sustainability risk that should be addressed proactively through early policy design, financial modeling, and contingency planning.

IMPLEMENTATION TIMELINE:

Long-Term (Emerging during implementation; material impacts in Years 2 and beyond).

Implementation Summary

The table and figure on the following pages summarize the pathway for implementation.

Table 94: Implementation Timeline

Implementation Area	Year 1 Stand-Up Costs	Year 2 Stabilization Costs	Ongoing / Steady-State Costs
Negotiated Transition with BSO	<ul style="list-style-type: none"> Continued BSO service payments during phased drawdown Transitional overlap costs (partial duplication of services) Contract administration and legal support 	<ul style="list-style-type: none"> Reduced BSO service payments as City assumes additional functions Targeted continuation of specialized services via negotiated agreements 	<ul style="list-style-type: none"> No ongoing BSO contract costs if full transition completed Optional interlocal or task-force participation
Implementation Team and Governance	<ul style="list-style-type: none"> Interim Chief compensation Executive-level project management support Assistant City Manager dedicated to oversight Third-party consulting support 	<ul style="list-style-type: none"> Transition from interim to permanent Chief Reduced consulting support Continued project management support 	<ul style="list-style-type: none"> No ongoing implementation staffing Permanent executive structure only
Decision Latency and Expedited Frameworks	<ul style="list-style-type: none"> Legal drafting and adoption of ordinances/resolutions Temporary staffing or overtime for procurement, HR, legal 	<ul style="list-style-type: none"> Limited ongoing use of expedited processes Sunset or normalization of special authorities 	<ul style="list-style-type: none"> Standard City processes resume No incremental ongoing cost
Organizational Culture and Strategic Planning	<ul style="list-style-type: none"> Department strategic planning process Community engagement sessions and facilitation Public-facing dashboard development 	<ul style="list-style-type: none"> Ongoing community engagement activities Strategic plan refinement and integration into operations 	<ul style="list-style-type: none"> Periodic strategic plan updates Ongoing community engagement
Internal Services and Administrative Capacity	<ul style="list-style-type: none"> Hiring of police-specific administrative staff Expansion of City HR, finance, IT, legal, and procurement Records, evidence, training, and recruitment units 	<ul style="list-style-type: none"> Full staffing of internal services System stabilization and process refinement 	<ul style="list-style-type: none"> Ongoing administrative staffing Annual operating costs
Facilities and Space	<ul style="list-style-type: none"> Temporary leased space for indirect services Deferred maintenance and critical repairs to existing facility Planning and design for long-term facility solution 	<ul style="list-style-type: none"> Continued lease costs (if applicable) Capital project development or construction initiation 	<ul style="list-style-type: none"> Ongoing facility operations and maintenance Debt service if capital construction occurs

Implementation Area	Year 1 Stand-Up Costs	Year 2 Stabilization Costs	Ongoing / Steady-State Costs
Fleet Acquisition and Operations	<ul style="list-style-type: none"> • Purchase of BSO vehicles at depreciated value • New vehicle purchases for added positions • Initial fleet upfitting • Fleet staffing ramp-up 	<ul style="list-style-type: none"> • Continued vehicle acquisition to complete fleet • Full fleet maintenance staffing 	<ul style="list-style-type: none"> • Vehicle replacement cycle • Ongoing fleet maintenance and fuel
Technology Systems	<ul style="list-style-type: none"> • RMS, CAD, body-worn cameras, evidence systems • Hardware purchases (laptops, in-car systems) • Implementation and integration costs 	<ul style="list-style-type: none"> • Licensing and support contracts • Training and optimization 	<ul style="list-style-type: none"> • Ongoing software licensing • System upgrades and refresh cycles
Recruitment and Workforce Activation	<ul style="list-style-type: none"> • Lateral recruitment incentives and bonuses • Recruitment staff and marketing • Background investigations and onboarding • Training and academy costs 	<ul style="list-style-type: none"> • Continued lateral recruitment • New recruit pipeline costs • Field training costs 	<ul style="list-style-type: none"> • Ongoing recruitment and training • Normal attrition replacement
Staffing – Direct Services (Phase 1)	<ul style="list-style-type: none"> • Patrol, patrol support, marine patrol, traffic • Community outreach units (CORE) • Command and supervision 	<ul style="list-style-type: none"> • Full staffing of direct services • Normalized overtime 	<ul style="list-style-type: none"> • Ongoing personnel costs • Step increases and benefits
Staffing – Indirect and Specialized Services (Phase 2)	<ul style="list-style-type: none"> • Limited City staffing • Continued BSO-provided services 	<ul style="list-style-type: none"> • Hiring of investigative, forensic, and specialty units • Reduced BSO reliance 	<ul style="list-style-type: none"> • Full in-house staffing • Ongoing specialized unit costs
Pension and Benefits Exposure	<ul style="list-style-type: none"> • Initial FRS participation costs • Early City pension enrollments (limited) 	<ul style="list-style-type: none"> • Increased City pension participation • Dual-system administrative costs 	<ul style="list-style-type: none"> • Long-term pension cost growth • Actuarial funding requirements
Risk Management and Compliance	<ul style="list-style-type: none"> • Internal affairs setup • Policy and accreditation development • Legal review 	<ul style="list-style-type: none"> • Accreditation pursuit • Claims and risk monitoring 	<ul style="list-style-type: none"> • Ongoing compliance, accreditation maintenance

Legend: ● = Active / Primary Focus | ● = Ongoing / Supporting Activity

	Pre-Impl. (0–6)	Year 1 (6–12)	Year 2 (12–24)
Negotiated Transition Plan with BSO	●	●	●
Implementation Team Formation	●	●	●
• Interim Chief Recruitment and Onboarding	●	●	
• Project Management and City Oversight	●	●	●
Expedited Governance and Decision Frameworks	●		
Organizational Culture and Strategic Planning	●	●	●
• Community Engagement and Transparency	●	●	●
Internal Services and Administrative Capacity	●		●
• HR, Finance, Procurement, Legal, IT	●	●	●
• Police Admin (Records, Training, IA, Recruitment)	●	●	●
Facilities Strategy	●	●	●
• Temporary Leasing	●	●	●
• Long-Term Facility Planning	●	●	●
Fleet Acquisition and Operations	●	●	
Technology Acquisition and Deployment	●	●	
Recruitment and Workforce Activation (Overall)	●	●	●
Phase 1 Staffing – Direct Services	●	●	●
• Patrol, Traffic, Marine, CORE	●	●	●
Phase 2 Staffing – Specialized and Indirect Services		●	●

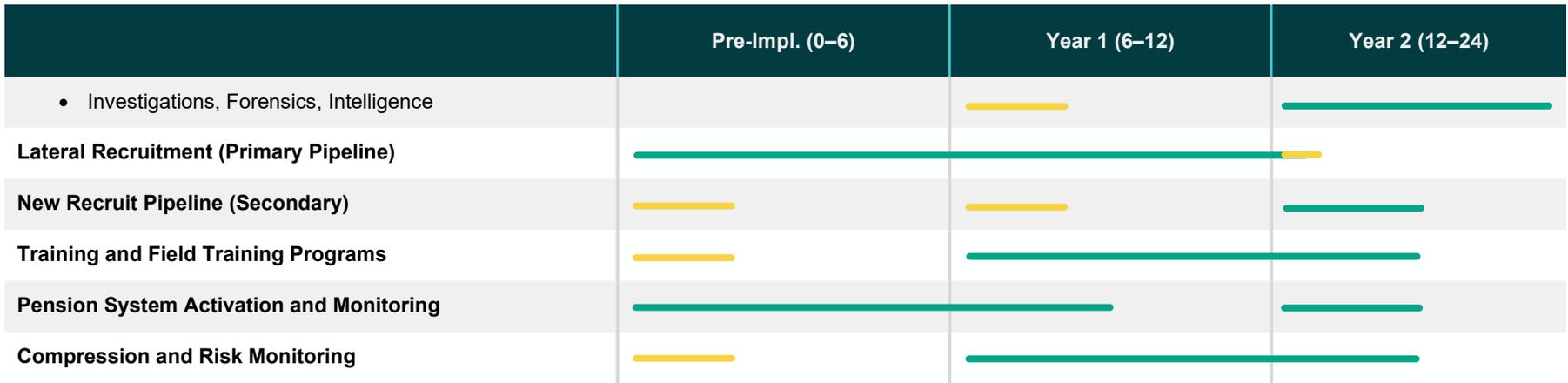


Figure 6: Summary Implementation Gantt Chart (24-Month Horizon)

The preceding sections described the policy assumptions, service delivery framework, and implementation pathway used to develop the standalone Police Department financial model. This section builds on that foundation by translating those assumptions into multi-year cost and fiscal impact projections, with a focus on how those costs would affect the City during the transition period and over the first decade of Department operations.

The projections presented in this section are intended to provide City decision-makers with a clear understanding of the scale, timing, and drivers of cost, as well as the potential budgetary and taxpayer impacts associated with establishing and operating a City Police Department. The analysis distinguishes between one-time transition and capital costs, ongoing operating costs, and long-term capital replacement obligations, and compares those projected costs to the estimated cost of continuing to contract for law enforcement services.

Importantly, the cost projections reflect a planning-level financial model, not a finalized operating budget. They rely on a defined set of assumptions regarding staffing levels, implementation timing, cost escalation, financing strategies, and service delivery scope, all of which are documented throughout this report. Actual costs will vary based on future policy decisions, labor agreements, market conditions, financing terms, service level expectations, and the pace and structure of implementation. As such, the projections should be interpreted as order-of-magnitude estimates designed to inform policy deliberations, rather than precise forecasts.

This section also explicitly recognizes that cost is only one dimension of the decision facing the City. While the analysis quantifies fiscal impacts, it is intended to be considered alongside service level objectives, community expectations, governance considerations, and long-term strategic priorities. The projections that follow provide a framework for understanding financial implications, identifying cost drivers, and evaluating tradeoffs among available service delivery options.

Alternatives Analysis

The preceding sections of this report detail the operational, organizational, staffing, and cost implications associated with establishing a standalone City of Pompano Beach Police Department. However, the decision facing the City is not binary. There are multiple potential approaches to addressing community concerns related to law enforcement visibility, responsiveness, transparency, and accountability, each with distinct governance, cost, and implementation implications.

This section outlines three alternative law enforcement service delivery approaches for the City's consideration. These options are not presented as recommendations, but rather as policy alternatives, each of which involves tradeoffs related to local control, fiscal impact, operational complexity, and risk. The intent of this analysis is to support informed decision-making by clearly describing the advantages, challenges, and implications associated with each approach.

Option 1: Create a Standalone Police Department

The first option, examined extensively throughout this report, is the creation of an independent municipal police department operated by the City of Pompano Beach. Under this model, the City would assume full responsibility for law enforcement service delivery, including governance, staffing, operations, accountability, and liability.

GOVERNANCE AND SERVICE DELIVERY IMPLICATIONS

A standalone police department would provide the City with the highest degree of local control over how policing services are delivered in Pompano Beach. Policy direction, operational priorities, and resource allocation decisions would be established at the City level, under the authority of an appointed Police Chief reporting to the City Manager, with oversight and input from the City Commission and the community.

Community engagement conducted as part of this assessment consistently highlighted a desire for greater local influence over policing practices, visibility, and responsiveness. Participants expressed interest not only in service outcomes, but in having a clearer voice in shaping how policing is approached within the community. A City-operated department would create a direct governance structure through which community priorities, transparency mechanisms, and accountability expectations could be defined locally and adjusted over time.

This level of local control represents the fundamental advantage of a standalone department and is the primary policy objective driving interest in this option. At the same time, it requires the City to weigh whether the benefits of increased local authority and influence over policing approach warrant the associated financial, operational, and risk implications discussed below.

STAFFING, ORGANIZATION, AND OPERATIONS IMPLICATIONS

Establishing a standalone police department would require the City to build and sustain a full-service law enforcement organization, including patrol, investigations, community policing, command and supervision, and a wide range of internal support functions currently embedded within the Sheriff's Office's centralized structure. As detailed earlier in this report, this would involve internalizing functions such as training, professional standards, records, evidence management, communications, and administrative services.

At the same time, a City-operated department would have full authority to define its organizational structure, staffing profile, and approach to specialization. Under an appointed Police Chief, with direction from the City Manager and

policy input from the Commission and community, the City would be positioned to make deliberate decisions about how functions are organized and staffed to meet local service expectations.

Unlike a large countywide agency, where specialization often translates into higher staffing levels and dedicated units, a standalone department may have opportunities to organize certain functions more flexibly. In areas such as investigations and specialty services, for example—where this assessment estimates staffing based on BSO’s regional service model—the City could potentially rely on broader generalist roles, cross-trained personnel, or shared responsibilities while still maintaining a high level of service quality. These decisions could create opportunities for operational efficiency over time, though they would require careful management to avoid service gaps or burnout.

COST AND CAPITAL IMPLICATIONS

A standalone police department would involve both ongoing operating costs and one-time and recurring capital costs. Operating costs would include personnel salaries and benefits, internal services staffing, training, and routine non-personnel expenditures. Based on the analysis presented earlier in this report, annual operating costs for a City-operated department are projected to exceed the cost of the current BSO contract, reflecting the loss of economies of scale associated with a large countywide agency.

The following table shows estimated net operating costs during the first 10 years when the standalone department would be fully operational.

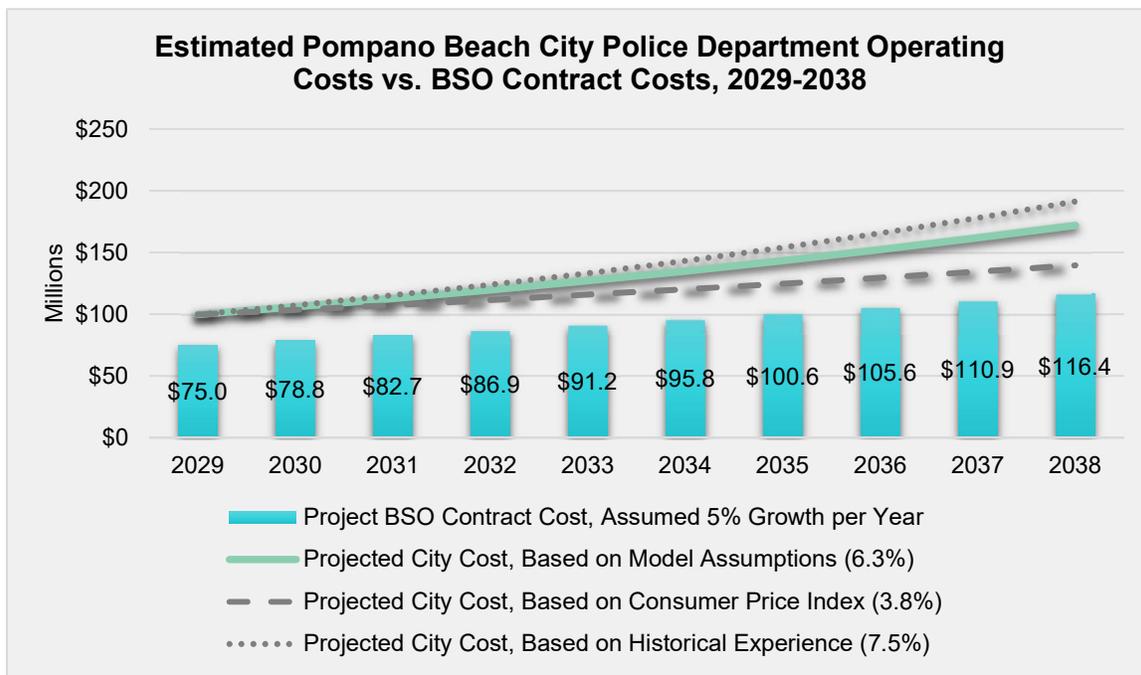


Figure 7: Estimated Operating Cost Comparison to Contract, FY2029-2033

In addition to operating costs, the City would be required to make significant capital investments to support the department. These investments would include initial outlays for vehicles, equipment, technology systems, and facility modifications or expansions, as well as ongoing capital replacement costs over time. While some capital needs could be phased, the establishment of a standalone department would require a clear long-term capital funding strategy.

This assessment distinguishes between these cost categories to clarify that higher operating costs are only part of the financial impact; capital costs represent a separate and substantial commitment that would need to be planned for alongside annual operating budgets.

RISK AND IMPLEMENTATION CONSIDERATIONS

Operating a standalone police department would shift legal, operational, and financial risk from the Sheriff's Office to the City. This includes responsibility for employment practices, labor relations, disciplinary processes, and liability associated with officer actions. The City would also assume responsibility for recruitment, retention, and workforce continuity, with staffing vacancies potentially having a greater impact in a smaller organization.

In addition to these near-term risks, there are longer-term considerations related to internal equity and employee benefits. Over time, the City would need to determine whether sworn personnel would remain in the Florida Retirement System or transition to participation in the City's pension system. A transition of this nature could result in significant additional long-term costs that are not reflected in the operating and capital cost estimates presented in this analysis.

Implementation would also require careful sequencing to ensure continuity of service during the transition period, including coordination with the Sheriff's Office, development of City systems and policies, and phased onboarding of personnel.

CONCLUDING CONSIDERATION – OPTION 1

Establishing a standalone City of Pompano Beach Police Department represents the most comprehensive response to community interest in greater local control, transparency, influence over policing practices, and local control over the cost of operations. It would fundamentally reshape how public safety is governed and delivered in the City, providing direct authority over policy direction, organizational design, and operational priorities.

At the same time, this option carries the greatest fiscal, operational, and risk implications. Higher ongoing operating costs, significant capital investment requirements, increased exposure to legal and employment-related liabilities, and long-term considerations related to workforce equity and retirement systems must all be carefully evaluated. While a City-operated department may offer opportunities for organizational efficiency and tailored service delivery over time, those benefits are not guaranteed and would depend on sustained leadership, effective management, and disciplined financial planning.

Ultimately, the decision to pursue a standalone police department requires the City to weigh whether the benefits of increased local authority and community influence over policing justify the long-term costs, risks, and commitments associated with assuming full responsibility for law enforcement services. This tradeoff represents the central policy question underlying this assessment.

Option 2: Hybrid Contract Model

Under a hybrid contract model, the City of Pompano Beach would assume responsibility for delivering direct law enforcement services, such as patrol, community policing, and day-to-day operations, while continuing to obtain regional, specialized, and indirect services through contractual arrangements with one or more external agencies. This approach represents an intermediate path between full contracting and a fully standalone police department, combining increased local control with continued access to specialized capabilities.

Within this option, there are two distinct implementation pathways, each with different governance, cost, and operational implications.

HYBRID PATHWAY A: CONTRACTING WITH THE BROWARD SHERIFF'S OFFICE FOR REGIONAL AND INDIRECT SERVICES

Under this approach, the City would establish a municipal police department responsible for direct services, while negotiating a separate agreement with the Broward Sheriff's Office to continue providing regional, specialized, and indirect services. These services could include major crime investigations, tactical response, forensic services, aviation, marine units, and other countywide capabilities currently embedded within the Sheriff's Office's service delivery model.

Governance and Service Delivery Implications

This pathway would significantly increase City control over daily policing activities, deployment decisions, and community-facing services, while preserving access to the Sheriff's Office's specialized resources. A City Police Chief, reporting to the City Manager and guided by Commission policy priorities, would have direct authority over patrol operations and community engagement strategies. However, ultimate authority over specialized and regional services would remain external to the City, limiting full alignment of all policing functions under a single governance structure.

Staffing, Organization, and Operations Implications

The City would need to establish internal command, supervision, and support functions necessary to operate direct services, while relying on the Sheriff's Office for higher-order specialization. This would reduce the need to build full internal capacity for certain investigative and tactical functions, but would require clear protocols for coordination, case handoff, and operational responsibility between City and Sheriff-managed services.

Cost and Capital Implications

This pathway could reduce both operating and capital costs relative to a fully standalone department by avoiding the need to internalize all specialized functions. Importantly, if the City assumes responsibility only for direct services, the existing public safety facility may be sufficient to accommodate the department, with only limited additional office space needed for internal services personnel. This could significantly reduce or delay major facility capital investments.

However, the cost of this approach cannot be projected without direct negotiation with the Sheriff's Office regarding scope, service levels, and pricing. Those discussions were not part of this assessment and would be required to determine feasibility and affordability.

Risk and Implementation Considerations

This pathway introduces reliance on a negotiated interagency relationship that would need to be carefully structured to ensure service continuity, performance expectations, and accountability. The City would assume liability for its personnel while remaining dependent on an external agency for critical services, increasing the importance of clear contractual terms and governance mechanisms.

HYBRID PATHWAY B: CONTRACTING WITH A PEER MUNICIPAL POLICE DEPARTMENT FOR REGIONAL AND INDIRECT SERVICES

A second hybrid pathway would involve the City contracting with a peer municipal police department—such as the City of Fort Lauderdale or another large, well-resourced agency—to provide regional, specialized, or indirect

services. Under this model, Pompano Beach would operate its own police department for direct services while accessing specialization through inter-municipal agreements rather than through the Sheriff's Office.

Governance and Service Delivery Implications

This approach would allow the City to establish full authority over direct policing operations and organizational design, while leveraging the specialization available in a larger peer department. A City Police Chief would have flexibility to shape patrol deployment, staffing models, and community engagement strategies in direct response to local priorities, while relying on contracted partners for advanced capabilities.

Staffing, Organization, and Operations Implications

As with Hybrid Pathway A, the City would need to stand up internal command, patrol, and support functions, but could avoid building full internal capacity for specialized services. Coordination and interoperability would remain critical, particularly for investigative handoffs and joint operations, but this model could allow greater alignment of service philosophy than a countywide structure in some circumstances.

Cost and Capital Implications

This pathway may offer cost efficiencies by allowing the City to purchase specialized services as needed rather than staffing them internally. As with contracting with the Sheriff's Office, this approach could reduce the need for immediate facility expansion if only direct services are internalized. However, actual costs would depend on the willingness of peer agencies to provide services, the scope of services included, and negotiated pricing.

Risk and Implementation Considerations

This model introduces uncertainty related to market availability and partner interest. Peer agencies would need to be both willing and operationally capable of providing contracted services, and long-term reliance on another municipality would require stable intergovernmental agreements. These negotiations were not envisioned as part of this assessment but represent a viable next step should the City wish to explore alternative service delivery arrangements.

CONCLUDING CONSIDERATION – OPTION 2

The hybrid contract model offers a flexible alternative that allows the City to meaningfully increase local control over day-to-day policing while mitigating some of the cost, capital, and implementation challenges associated with a fully standalone department. By separating direct services from regional and specialized functions, the City could tailor its policing approach more closely to community priorities while continuing to benefit from economies of scale in specialized areas.

However, this option introduces governance complexity and relies heavily on negotiated interagency relationships. Its success would depend on the availability of willing partners, clearly defined service agreements, and the City's ability to manage shared responsibility across organizational boundaries. These tradeoffs must be carefully evaluated alongside the City's goals for control, cost predictability, and long-term operational sustainability.

Option 3: Establish a City Police Department with a Regional or Contract Service Role

Under this option, the City of Pompano Beach would establish a standalone municipal police department and, over time, explore opportunities to serve as a regional provider of specialized law enforcement services or to partner with neighboring jurisdictions to create an alternative regional policing model outside of the Broward Sheriff's Office.

This could include providing contracted services to peer communities or participating in a multi-jurisdictional regional department structure.

Importantly, this option presumes that the City would first need to successfully stand up and stabilize its own police department. The foundational priority under any such model would be the City's ability to provide effective, consistent, and accountable policing services to Pompano Beach residents. Only after establishing internal operational capacity would regional or contract service opportunities be viable.

GOVERNANCE AND SERVICE DELIVERY IMPLICATIONS

Under a regional or contract service model, the City would retain full governance authority over policing within Pompano Beach while entering into separate agreements to provide services to or share services with peer jurisdictions. These arrangements could take multiple forms, including bilateral service contracts, shared-service agreements, or the creation of a new regional governance structure involving multiple jurisdictions.

It is important to recognize that the delivery of direct policing services is fundamentally constrained by geography. Patrol response, first responder deployment, and community engagement functions would remain locally focused, with officers assigned to specific jurisdictions rather than shared across cities. As a result, the primary governance and service delivery benefit of a regional model would not be shared patrol coverage, but the ability to pool resources for specialized and indirect services such as investigations, tactical response, training, professional standards, technology, and administrative support.

STAFFING, ORGANIZATION, AND OPERATIONS IMPLICATIONS

To function as a regional service provider or partner, the City would need to establish not only a complete municipal police department, but also sufficient organizational maturity to support external service delivery. This would include scalable command structures, clearly defined service units, and administrative capacity to manage intergovernmental agreements, cost-sharing arrangements, and performance expectations.

Operational collaboration would most likely occur in specialized and indirect functions rather than in patrol. Over time, this could allow Pompano Beach and partner jurisdictions to achieve efficiencies through shared investigative units, specialty teams, or centralized support services, while maintaining locally focused patrol and community policing operations. However, developing this level of capacity would take time and deliberate planning and would not be realistic to pursue concurrently with the initial stand-up of a City police department.

COST AND CAPITAL IMPLICATIONS

In the near term, this option would not reduce the cost of establishing a standalone police department. The City would still incur the operating and capital costs associated with standing up its own department, including staffing, equipment, technology, and facilities, as described under Option 1.

Over the longer term, regional service provision could create opportunities to offset some costs through shared services, cost-sharing agreements, or contract revenue from partner jurisdictions. These efficiencies would most likely be realized in specialized and support functions rather than in patrol operations. However, potential cost savings or revenue generation are speculative at this stage and would depend on the structure of intergovernmental agreements, partner participation, and negotiated terms.

RISK AND IMPLEMENTATION CONSIDERATIONS

Implementing a regional or contract service model would be complex and time intensive. Establishing governance structures, negotiating interlocal agreements, defining service scopes, allocating costs, and creating accountability mechanisms across multiple jurisdictions would likely require at least 12 to 18 months of focused effort following the successful establishment of a City police department.

This option also introduces political and operational risk, as it requires sustained alignment among multiple governing bodies with potentially different priorities. While recent actions by peer communities, such as Deerfield Beach's decision to withdraw from the Sheriff's Office and explore alternative service models, demonstrate interest in regional approaches, there is no assurance that suitable partners would be available or that agreements could be successfully negotiated.

CONCLUDING CONSIDERATION – OPTION 3

Establishing a City police department with the long-term intent of serving as a regional provider or partner offers a potential pathway to maintain local control while eventually achieving some economies of scale associated with larger agencies. However, this approach does not reduce the initial cost or complexity of standing up a municipal police department and should not be viewed as a near-term cost mitigation strategy.

Given the substantial planning, coordination, and governance effort required, it would be prudent for the City to focus first on building internal capacity to serve Pompano Beach effectively before pursuing regional service provision. This option is best understood as a future strategic consideration rather than a primary alternative to the current service delivery model.

Option 4: Renegotiate the Police Services Agreement with the Broward Sheriff's Office

Under this option, the City of Pompano Beach would continue to contract with the Broward Sheriff's Office for law enforcement services but would pursue a materially revised agreement designed to address structural limitations in the current contract. Rather than focusing solely on service expectations, this approach would seek to rebalance cost responsibility, improve long-term fiscal predictability, strengthen alignment with community priorities, and clarify transition pathways should the City elect to pursue a different service delivery model in the future.

This option preserves the overall contract-based framework while acknowledging that several elements of the existing agreement place the City at a disadvantage relative to cost control, asset equity, and strategic influence.

COST STRUCTURE AND CONTAINMENT IMPLICATIONS

A central limitation of the current agreement is the absence of clear cost containment mechanisms that limit the City's exposure to annual cost increases. While costs associated with direct services are relatively transparent and negotiated through defined staffing levels, costs tied to regional services, indirect support functions, and capital-related expenditures are less specifically defined. As a result, the City bears ongoing cost escalation without clear ceilings or predictability, particularly in areas outside its direct control.

Through renegotiation, the City could seek to establish cost-containment strategies such as defined escalation caps, clearer cost attribution for regional services, and greater specificity regarding capital-related charges embedded in the

contract. These mechanisms would allow the City to more effectively forecast, manage, and control long-term expenditures while maintaining access to countywide capabilities.

ASSET OWNERSHIP AND COST EQUITY CONSIDERATIONS

Under the current agreement, the Broward Sheriff's Office retains ownership of virtually all equipment used to deliver law enforcement services in Pompano Beach, including patrol vehicles, fleet technology, radios, uniforms, weapons, body-worn cameras, and other operational equipment. While the City benefits from economies of scale associated with centralized procurement, it has also contributed significant financial resources over time toward the acquisition and maintenance of these assets through contract payments.

Although the agreement allows the City to purchase vehicles at fair market value upon termination, ancillary equipment remains with the Sheriff's Office. As identified earlier in this report, the cost of replacing this equipment in the event of a transition to a City-operated department would be substantial.

Through renegotiation, the City could seek a more equitable asset and cost-sharing framework that better reflects its historical contributions. Options could include revised asset-disposition provisions, shared ownership arrangements for certain categories of equipment, or credit mechanisms that offset future replacement costs. Such changes would not alter day-to-day service delivery but could materially affect the City's long-term financial exposure.

ORGANIZATIONAL STRUCTURE, STRATEGIC PLANNING, AND COMMUNITY ALIGNMENT

Under the existing contract, the Sheriff and their designees retain full authority over how sworn and civilian personnel are assigned, deployed, and organized within the Pompano Beach District. While District leadership engages with City officials and the community, the contract does not formally integrate City public safety goals, community engagement strategies, or long-term planning into departmental decision-making.

A renegotiated agreement could establish a more formalized joint strategic planning process that aligns District-level operational planning with City-defined public safety priorities and community engagement objectives. This could include shared planning cycles, structured input from City leadership, and clearer mechanisms for incorporating community feedback into deployment and programmatic decisions. Importantly, such a process would extend beyond District-assigned personnel to include the centralized BSO functions that support service delivery in Pompano Beach.

TRANSITION PLANNING AND IMPLEMENTATION CLARITY

A further limitation of the current agreement is the lack of specificity regarding implementation timelines, cost rollouts, and service continuity in the event the City elects to establish its own police department. While the contract anticipates termination and transition, it does not fully define how costs, assets, and service levels would be managed over a multi-year implementation period.

Through renegotiation, the City could seek to establish clearer transition provisions, including phased implementation timelines, cost-sharing arrangements during transition, and defined service guarantees that protect public safety while the City builds internal capacity. Greater clarity in this area would reduce uncertainty and risk, regardless of whether the City ultimately chooses to pursue a standalone department.

CONCLUDING CONSIDERATION – OPTION 4

Renegotiating the police services agreement offers a meaningful opportunity to address structural disadvantages in the current contract related to cost containment, asset equity, strategic alignment, and transition planning. This option preserves the stability, economies of scale, and risk transfer associated with contracted service delivery while allowing the City to strengthen its fiscal position and influence over long-term public safety outcomes.

However, this approach does not fundamentally change who controls policing policy, staffing decisions, or organizational structure. Its effectiveness would depend on the scope of renegotiated terms and the willingness of the Sheriff's Office to accommodate greater specificity, predictability, and City influence. The City must consider whether these contractual improvements would sufficiently address community and Commission concerns, or whether deeper structural change is ultimately required.

Summary of Alternatives and Implications Analysis

The table below summarizes the four law enforcement service delivery alternatives evaluated in this report across key policy dimensions, including governance, service delivery, cost, risk, and implementation complexity. The matrix is intended to highlight relative strengths, limitations, and tradeoffs associated with each option, rather than to rank or recommend a preferred approach.

Table 95: Summary of Alternatives and Implementation Analysis

Evaluation Dimension	Option 1: Standalone City Police Department	Option 2: Hybrid Contract Model	Option 3: Standalone with Regional Provider Role	Option 4: Renegotiated BSO Contract
Local Governance and Control	Full local control over policy, staffing, deployment, and organizational design	Partial local control over direct services; shared authority for specialized services	Full local control for City services; shared governance for regional services	Limited; Sheriff retains authority with enhanced City input
Alignment with Community Priorities	Highest potential for direct alignment through City governance and oversight	Strong alignment for community-facing services; less control over specialized functions	Strong local alignment with potential regional collaboration	Moderate; depends on negotiated transparency and engagement provisions
Service Delivery Model	Fully City-operated, full internalization of services	City-operated direct services with contracted regional/specialty support	City-operated with long-term regional specialization	Fully contracted, externally managed
Operational Flexibility	High; City can redesign structure and staffing over time	Moderate; flexibility in direct services, constraints in contracted areas	High locally; added complexity regionally	Low to moderate; changes require contract renegotiation
Annual Operating Cost	Highest	Moderate to high	Highest initially; potential long-term offsets	Lowest
Capital Investment Required	Significant (facilities, fleet, technology)	Moderate (reduced facility needs possible)	Significant initially	Minimal
Cost Predictability	Moderate; City controls drivers but assumes volatility	Moderate; split cost control	Low initially; improves with scale	Low to moderate; depends on renegotiated cost controls
Risk and Liability	City assumes full legal, operational, and employment risk	Shared; City assumes risk for direct services	High; City assumes risk plus regional complexity	Lowest; risk largely retained by BSO
Implementation Complexity	High	Moderate to high	Very high	Low
Implementation Timeline	Multi-year	Phased, multi-year	Long-term (requires maturation and partners)	Near-term
Long-Term Strategic Flexibility	High	Moderate	Very high	Low

Conclusion

This assessment was designed to provide the City of Pompano Beach with a clear, defensible understanding of its law enforcement service delivery options and the implications associated with each path forward. The analysis goes beyond a simple comparison of costs to examine governance authority, service delivery structure, staffing and organizational capacity, long-term financial commitments, capital requirements, risk exposure, and implementation complexity.

The City faces a set of fundamentally different policy choices. Establishing a standalone municipal police department offers the greatest opportunity for local control, transparency, and alignment between policing practices and community priorities. It directly responds to the central theme raised through community engagement: a desire for a stronger local voice in how public safety services are delivered and how officers engage with the community. At the same time, this option represents a significant long-term commitment, requiring higher ongoing operating costs, substantial capital investment, assumption of legal and employment-related risk, and sustained organizational capacity to manage a complex public safety enterprise.

Hybrid and regional partnership models offer intermediate approaches that could increase City influence over direct policing services while mitigating some of the cost, capital, and implementation challenges associated with a fully standalone department. These options introduce additional governance and coordination complexity and depend on the willingness of external partners to negotiate and sustain service agreements, but they may provide a pathway to balance local control with access to specialized resources and economies of scale.

Renegotiating the existing police services agreement represents the least disruptive option and the lowest near-term financial and operational risk. Through renegotiation, the City could improve cost predictability, address asset equity concerns, strengthen alignment with community priorities, and clarify transition pathways. However, this approach does not fundamentally change the City's authority over policing policy, staffing decisions, or organizational structure, and its effectiveness would depend on the scope and enforceability of revised contract terms.

Across all options, cost considerations extend beyond annual operating budgets. Capital investments in facilities, fleet, equipment, and technology represent a significant component of the City's decision-making framework, as do longer-term financial considerations such as workforce equity and retirement system participation. These factors underscore the importance of evaluating affordability and fiscal sustainability over multiple time horizons rather than focusing solely on near-term costs.

As the City considers its path forward, several key policy questions emerge:

- To what extent does the City seek greater local control and accountability over policing, and what level of financial and operational risk is it willing to assume to achieve that control?
- If the City pursues a standalone department, what should be the scope of services provided directly, and which services, if any, should continue to be accessed through contractual or regional arrangements?
- If the City continues to contract with the Sheriff's Office, how can the agreement be restructured to improve cost containment, asset equity, transparency, and alignment with community priorities?

- How will community concerns and expectations—particularly related to visibility, engagement, and trust—be meaningfully incorporated into whichever service delivery model is selected?
- What is the appropriate timing, scope, and financing strategy for public safety facility investments, and how do those decisions align with broader City capital priorities?

If the City elects to move forward with a standalone police department in any form, the next step should be a focused implementation planning effort. This would include confirming service scope, refining staffing and organizational assumptions, developing a detailed capital and facilities plan, conducting additional labor and pension analysis as needed, and establishing a phased transition strategy that protects service continuity.

Regardless of the option selected, ongoing community engagement should remain a core element of the City's public safety strategy. Regular opportunities for community input, transparent reporting on performance and outcomes, and clear accountability mechanisms will be essential to ensuring that law enforcement services remain responsive to community needs and aligned with the City's long-term public safety goals.

Ultimately, the decision before the City is not simply about who provides law enforcement services, but about how public safety is governed, funded, and shaped over time. This report is intended to support that decision by clarifying the tradeoffs involved and equipping City leadership with the information needed to move forward deliberately and confidently.

Appendix A: Benchmark Staffing Levels by Function

The following tables summarize the authorized staffing in benchmark communities per 100,000 residents as of FY2025 (where data is available). Staffing data was derived from the cities' most recent available budget books, as well as conversations with command staff in the Boynton Beach, Clearwater, Delray Beach, and Miami Beach Police Departments.

Staffing is shown by function and division. Staffing was allocated by the project team based on best fit, the titles may not align with what each function is called in the benchmark communities. In cases where one or more positions is assumed to perform multiple functions, staffing capacity is assumed to be divided equally across all functions.

Table 96: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Attrition

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Attrition	0.0	0.0	0.0	0.0	18.2	3.6
Average	0.0	0.0	0.0	0.0	18.2	3.6

Table 97: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Command

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Command	4.9	2.4	4.9	4.9	4.9	4.4
Command Administrative Support	1.2	1.2	1.2	3.6	3.6	2.2
Average	3.1	1.8	3.1	4.3	4.3	6.6

Table 98: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Community Services

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Homeless Outreach	0.0	0.0	0.0	0.0	6.1	1.2
Neighborhood Support	9.7	0.0	10.9	46.1	5.3	14.4
Nuisance Abatement	0.0	0.0	0.0	0.0	0.0	0.0
Permit Review	0.0	0.0	0.0	0.0	0.0	0.0
Schools	0.0	0.0	3.6	0.0	4.0	1.5
Average	1.9	0.0	2.9	9.2	3.1	17.1

Table 99: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Investigations

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Financial Crimes	4.2	0.0	0.0	0.0	7.3	2.3
Homeland Security and Counterterrorism	2.4	8.5	1.2	0.0	6.1	3.6
Major Crimes	18.2	8.5	23.1	27.3	25.8	20.6
Property Investigations	4.2	12.1	10.9	27.3	8.5	12.6
Special Victims	9.7	8.5	0.0	0.0	13.4	6.3
Vice/Narcotics	7.3	8.5	7.3	27.9	14.6	13.1
Investigations Command	1.2	3.6	3.6	3.6	6.1	3.6
Average	6.7	7.1	6.6	12.3	11.7	61.7

Table 100: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Investigations Support

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Crime Scene Processing	4.9	0.0	7.3	12.1	15.8	8.0
Digital Forensics	2.4	0.0	0.0	0.0	0.0	0.5
Investigative Support	0.0	0.0	2.4	2.4	2.4	1.5
Victim Advocacy	0.0	0.0	0.0	1.2	7.3	1.7
Crime Analysis	1.2	10.9	2.4	3.6	6.1	4.9
Average	1.7	2.2	2.4	3.9	6.3	16.6

Table 101: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Patrol

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Patrol	108.0	239.8	126.2	239.1	347.1	212.1
Patrol Command	7.3	8.5	1.2	9.7	6.1	6.6
Patrol Support	0.0	8.5	1.2	3.6	20.6	6.8
Traffic	19.4	4.9	20.6	0.0	27.9	14.6
Marine Patrol	2.4	0.0	0.0	0.0	0.0	0.5
Average	27.4	52.3	29.8	50.5	80.3	240.6

Table 102: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Professional Standards and Training

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Accreditation	1.2	2.6	1.2	1.2	1.2	1.5
Internal Affairs	2.4	2.0	3.6	3.6	8.5	4.0
Policies	1.2	2.0	0.0	12.1	0.0	3.1
Training	4.2	2.8	3.0	0.0	12.1	4.5
Average	2.3	2.4	2.0	4.2	5.5	13.1

Table 103: FY2025 Authorized Benchmark FTEs per 100,000 Residents: Support Services

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Budget/Finance	4.9	3.0	0.0	4.9	0.0	2.5
Front Desk	0.0	7.3	0.0	0.0	0.0	1.5
Grants Management	1.2	0.6	0.0	0.0	1.2	0.6
Personnel	0.0	2.8	1.2	6.1	0.0	2.0
Evidence Management	3.6	4.9	3.6	0.0	11.5	4.7
Property Management	0.0	4.9	0.0	14.6	11.5	6.2
Public Information	2.2	1.2	2.4	14.6	1.6	4.4
Records	12.1	17.0	17.0	43.7	2.4	18.4
Recruitment	4.2	2.8	3.0	1.2	7.5	3.8
Weapons	0.0	0.0	0.0	0.0	0.0	0.0
Details and Special Events	0.0	0.0	0.0	0.0	4.9	1.0

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Nutrition and Fitness	1.2	0.0	0.0	1.2	1.2	0.7
Chaplain	0.0	0.0	0.0	0.0	0.0	0.0
Court Liaison	0.0	0.0	0.0	3.6	2.4	1.2
Support Services Command	1.2	3.0	1.2	1.2	1.2	1.6
Average	2.0	3.2	1.9	6.1	3.0	48.6

Function	Boynton Beach	Clearwater	Delray Beach	Hollywood	Miami Beach	Average
Mounted Patrol	0.0	0.0	0.0	0.0	0.0	0.0
Helicopter Patrol/Air Rescue	0.0	0.0	0.0	0.0	0.0	0.0
Covert Surveillance and Intelligence Gathering	0.0	0.0	0.0	0.0	0.0	0.0
Real Time Crime Center	6.1	0.8	0.0	0.0	8.5	3.1
Bomb Squad	0.0	0.0	0.0	0.0	0.0	0.0
Burglary Apprehension	0.0	0.0	0.0	0.0	8.5	1.7
SWAT	0.0	0.0	0.0	0.0	0.0	0.0
Average	0.9	0.1	0.0	0.0	2.4	4.8

Appendix B: Estimated Salary Midpoints

Table 104: FY2026 Salary Midpoints by Position

Title	Salary Midpoint, FY2025	Source
Accountant	\$92,618	City of Pompano Beach
Administrative Coordinator	\$97,248	City of Pompano Beach
Administrative Specialist	\$80,007	City of Pompano Beach
Assistant City Attorney	\$113,019	Benchmarks
Assistant Police Chief	\$170,597	Benchmarks
Budget Analyst	\$107,217	City of Pompano Beach
Case Filing Specialist	\$39,050	BSO
Community Service Aide	\$57,876	BSO
Crime Analyst	\$71,173	BSO
Crime Scene Technician I	\$86,837	BSO
Crime Scene Technician II	\$70,602	BSO
Digital Forensic Assistant	\$90,931	BSO
Evidence Technician	\$62,087	BSO
Fleet Operations Supervisor	\$88,209	City of Pompano Beach
General Trades Mechanic	\$61,559	City of Pompano Beach
Grant Coordinator	\$97,248	City of Pompano Beach
Human Resources Associate	\$69,112	City of Pompano Beach
Information Tech Analyst	\$90,951	City of Pompano Beach
Investigative Support Manager	\$116,051	BSO
K-9 Officer	\$103,280	BSO
Legal Assistant	\$76,198	City of Pompano Beach
Lieutenant (PD)	\$141,793	BSO
Management Analyst	\$107,217	City of Pompano Beach (Budget Analyst)
Mechanic II	\$67,869	City of Pompano Beach
Mechanic III	\$71,263	City of Pompano Beach
Officer	\$93,544	BSO
Payroll Specialist I	\$69,112	City of Pompano Beach
Police Captain	\$137,698	Benchmarks
Police Chief	\$190,833	Benchmarks
Public Records Specialist	\$147,008	BSO
Public Records Supervisor	\$78,946	BSO
Public Records Technician	\$52,466	BSO
Purchasing Agent	\$92,618	City of Pompano Beach
Quartermaster	\$81,774	Benchmarks
Risk Reduction Officer	\$113,434	City of Pompano Beach
Senior Information Tech Analyst	\$100,274	City of Pompano Beach
Sergeant	\$116,510	BSO
Strategic Communications Admin	\$162,782	City of Pompano Beach
Training Specialist	\$58,391	BSO
Victim Advocate	\$74,892	BSO

Appendix C: Analysis of Patrol Staffing Needs

Analysis of Patrol Staffing Needs

The operational model detailed in this report assumes that Pompano Beach would retain the same service levels as it currently receives, including keeping all direct staffing allocations the same. However, the project team also analyzed staffing and workload levels of the current patrol function to evaluate whether current staffing levels are appropriate.

BSO provided Computer Aided Dispatch (CAD) data for calls for service originating from the City of Pompano Beach between January 1, 2022, and September 8, 2025. Calls for service can generally be divided into two categories: reactive calls, where an officer is responding to a 911 call or an emerging incident, and proactive calls, when officers are strategically deployed to gather information, build relationships, and otherwise work to prevent crime before it happens.

Both the number of calls and time spent on calls have remained relatively steady in recent years, as illustrated in the figures below. Area Two generally has a heavier workload than Area One, representing approximately 58% of all reactive calls and 61% of time spent on reactive calls. A small number of calls for service come from other areas, such as the City's beaches.

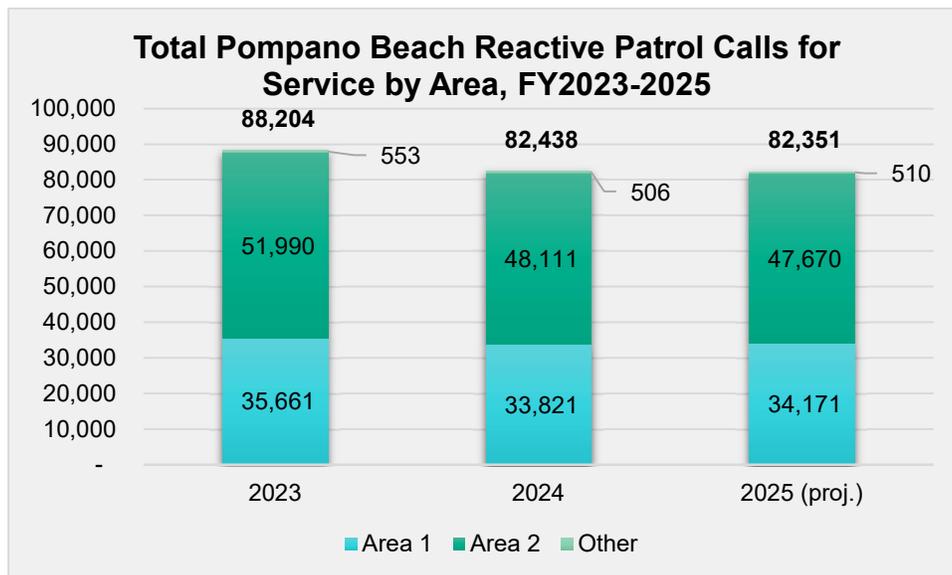


Figure 8: Total Reactive Patrol Calls by Area, FY2023-2025

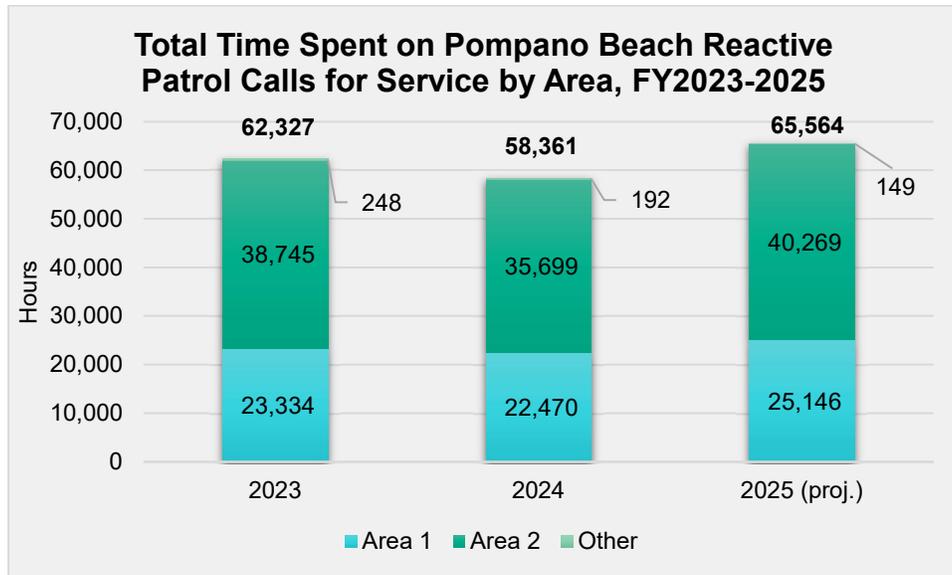


Figure 9: Total Deputy Hours Spent on Reactive Patrol Calls by Area, FY2023-2025

Patrol officers’ time is divided between reactive response to calls for service, proactive policing, and administrative responsibilities. Staffing levels should be set to allow officers’ appropriate capacity for all three responsibilities, but in understaffed departments, proactive policing capacity tends to be reduced. The amount of capacity that should be dedicated to proactive policing is a policy decision for an individual department and community, but a general best practice is for officers to divide their time equally between administrative time, reactive time, and proactive time. This means that reactive response to calls should only take an average of 33% of an officer’s shift in order to give them enough time to perform other duties.

The project team analyzed the CAD data provided by BSO to understand workload and analyze the capacity for proactive policing under current staffing levels. The BSO Pompano Beach District assigns eight sergeants and 56 patrol deputies to Area One, as well as eight sergeants and 88 patrol deputies to Area Two, or 160 sworn patrol officers in total. Deputies work 12-hour shifts, with shift changes at 7 AM and 7 PM. The following figure illustrates average proactive patrol workload by hour of the day for FY2024 (the last fiscal year with available data). Workload patterns are similar for weekends (defined as Friday through Sunday) and weekdays.

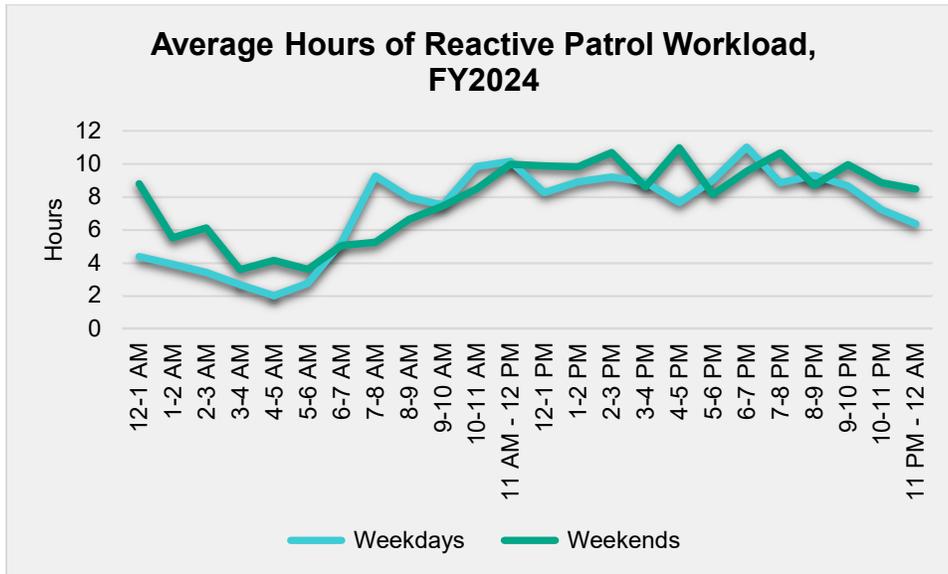


Figure 10: Total Deputy Hours Spent on Reactive Patrol Calls by Hour of the Day and Day of the Week, FY2024

Based on this data, the project team calculated how many officers would have to be deployed at any given hour to meet the 33% proactive target. To meet the target, each officer should be spending a maximum of one-third of their time, or 20 minutes per hour, on reactive response, leaving the other 40 minutes available for proactive and administrative work. For example, if officers spend an average of 60 minutes on reactive calls in a given hour, three officers must be on duty if the 33% target is to be met, so that each officer can devote an average of 20 minutes toward reactive calls.

The following table summarizes the total number of officers that would be required at each hour of the day and each day of the week to meet the 33% proactive target.

Table 105: Staffing Required to Meet 33% Proactive Policing Service Level Target

Hour	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
12AM-1AM	15.3	11.8	12.7	12.5	28.9	26.3	23.8
1AM-2AM	12.6	12.2	10.4	11.7	14.4	16.7	18.5
2AM-3AM	12.2	9.3	8.9	10.4	24.4	16.6	13.9
3AM-4AM	9.9	7.5	6.3	8.2	8.1	11.2	12.8
4AM-5AM	8.1	4.4	5.5	5.8	6.9	10.6	19.5
5AM-6AM	8.1	8.0	6.9	9.8	8.3	12.4	11.7
6AM-7AM	17.0	14.9	13.2	17.9	16.5	12.2	16.6
7AM-8AM	18.9	41.9	18.7	31.4	20.6	14.8	11.7
8AM-9AM	23.2	20.0	28.7	23.7	26.3	16.8	16.5
9AM-10AM	21.9	21.7	20.3	26.1	35.5	17.1	14.4
10AM-11AM	23.5	23.5	48.7	22.2	25.6	29.6	21.1
11AM-12PM	26.6	20.9	42.6	31.6	48.0	22.5	19.1
12PM-1PM	31.3	22.5	21.9	23.2	24.8	45.4	18.6

Hour	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
1PM-2PM	30.0	25.7	24.8	26.5	41.8	23.5	23.1
2PM-3PM	25.9	26.1	35.2	23.2	43.9	32.3	19.9
3PM-4PM	25.2	24.8	28.9	27.8	30.2	25.1	21.9
4PM-5PM	24.7	23.3	22.2	21.6	26.4	53.4	19.0
5PM-6PM	29.2	28.1	25.9	24.9	26.9	22.5	23.8
6PM-7PM	30.6	29.2	40.0	32.3	33.2	27.1	25.6
7PM-8PM	25.2	23.8	25.7	31.3	44.7	25.5	25.8
8PM-9PM	24.8	24.2	25.5	36.8	29.7	24.5	24.0
9PM-10PM	18.2	31.4	23.9	30.3	30.4	30.7	28.4
10PM-11PM	21.8	22.1	19.5	23.0	32.2	26.3	20.9
11PM-12AM	19.8	15.5	17.6	23.3	26.4	28.2	21.5

The number of officers required to meet that 33% threshold can vary over time. For example, the average number of officers required to meet the 33% target is twice as high on Fridays at 12:00 AM as at 1:00 AM. It would not be feasible for actual staffing levels to fluctuate so dramatically. The goal of this analysis is to determine the appropriate staffing and shift configuration to allow adequate response during periods of heavy workload while avoiding overstaffing during slower periods.

Based on the shift schedule at the time of this analysis, the Department could meet the 33% target with a minimum of 47 patrol officers and sergeants on duty per day, as illustrated in the following table.

Table 106: Minimum Recommended Staffing by Shift and Area to Meet 33% Proactive Policing Service Level Target

Shift	Minimum Staffing, Area One	Minimum Staffing, Area Two	Total Minimum Staffing
Day	11	17	28
Night	7	12	19
Total	18	29	47

Analysis of CAD data can help inform the minimum patrol staffing requirements, but it is also important to understand how this would translate to actual staffing needs. The project team estimated a staffing factor, which translates to FTEs that must be hired to fill each daily position, considering leave and training. BSO patrol deputies are assigned approximately 2,086 hours of work per year, but patrol officers in benchmark departments reviewed for this report spend an average of approximately 350 hours per year on leave, in training, or otherwise not on patrol. This means that individual Pompano Beach police officers would likely be available for approximately 1,736 hours of patrol work per year. However, the City must staff that shift position for 12 hours a day, 365 days per year, or 4,380 hours in total. This means that to fill one shift position per year, the Department must have 2.52 FTE available to cover for leave.

Once the staffing factor is calculated, it can be used to analyze the total number of positions required to meet shift minimums while still allowing officers the flexibility to use their accrued leave. The following table shows the number of officers required to meet estimated minimums under the schedule at the time of this analysis.

Table 107: Daily Staffing Required to Meet Shift Minimums

Shift	Shift Minimum	Staffing Factor	Total Personnel Required
Day	28	2.52	71
Night	19	2.52	49
Total	47	N/A	120

Based on these assumptions, the Department would need approximately 120 officers and sergeants in total to staff all shifts, less than the 160 currently assigned. This suggests that staffing levels are currently appropriate to meet workload needs. However, allocation of officers is ultimately a policy decision for the City.

When determining appropriate patrol staffing allocation, another consideration should be response times. Slow response was a concern raised by some participants in the community meetings, and the average response time per call for service has been increasing, as illustrated in the figure below. The average response time in Area Two is also generally longer than in Area One. There is no standard best practice for response time, but in evaluating staffing levels, the City should establish target response times by call priority and monitor how effectively these standards are met under current staffing practices.

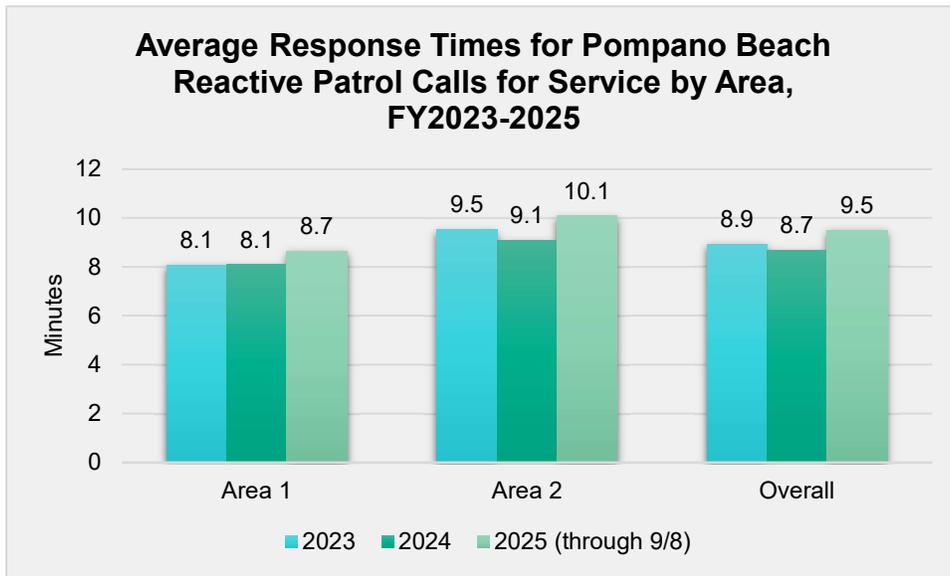


Figure 11: Average Reactive Patrol Response Time by Area, FY2023-2025